HOW TO GET YOUR PAY RAISED

by

N. C. FOWLER, JR.

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How To Get Your Pay Raised

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A Work of Experience—The Underlying Principles which Lead to Promotion—A Composite of Success-Making Methods

By

Nathaniel C. Fowler, Jr.

AUTHOR OF "HOW TO SAVE MONEY," "STARTING IN LIFE," "PRACTICAL SALESMANSHIP," "GUMPTION," ETC.

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FOREWORD

THIS book is a series of uncolored moving pictures taken by the unprejudiced camera from the world of experience. It does not represent the unsupported opinions of any one man or single collection of men. The author has not regarded any statement as reliable until it has been verified by the experience of many. He has drawn nothing with his unaided pen, but has exhibited both the results of his own observation and the testimonies of a number of men of broad business experience.

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How To Get Your Pay Raised

CHAPTER I

EXPLANATION

ALTHOUGH this chapter is headed "Explanation," it is not presented by way of apology. I have the courage of my convictions. It is not out of place, however, to state here that the stand I have taken is not occupied by myself exclusively. Fortunately, I have been permitted to enter the inner heart of business and the professions, and to have come in contact with the inside machinery of many kinds of accomplishments. I have been a part of the great machine, not a theorizing spectator.

While no man ever accomplished anything of importance by ignoring the beaten tracks of success, there is no one road which can be followed blindly and indiscriminately; there is no one man who is fitted to draw, by himself alone, a chart of the sea of success; no man can write an infallible guide to salary-raising. The best that any one can do is to go out into the world, experience what others have undergone, mingle with the men of

success, bring the facts into his sanctum, and then produce his report.

Men who have succeeded along their special lines are prone to look upon themselves as skillful navigators, who strike neither rocks nor bars, and who never come into collision with the unforeseen. The pedagogue, trained in an academic school, is likely to overestimate the value of school education. Do not think that I am discounting the value of book learning; but the man who knows only what is in books is unprepared to meet the exigencies of the world of active achievement, while the rounded-out man wins because he knows both books and the things outside of them.

The technical school is deserving of great commendation. While it does not directly place one in a position to earn more than a livelihood, it indirectly is of mighty importance. It gives the necessary technical information, and, if it is rightly conducted, makes its graduates better able to grasp and assimilate experience.

The college or university does not make men, but it makes men better able to make men of themselves. No educator of experience claims to do more than assist his pupil. He presents opportunity to him, aids him to obtain the knowledge which, if properly used, leads to some kind of accomplishment. The claims made by those run-

ning schools for revenue only, that they can directly raise the salary of their pupils, are fradulent, and such institutions should be suppressed by law.

There is nothing which will assure accomplishment in anything without the persistent effort of the would-be accomplisher. Information, if properly imparted, helps one to succeed; but, to use an expression of the street, "It is up to him" to produce results; and all the information which he has received, and all the tutoring given him, are absolutely worthless unless he has the gumption, the willingness, and the persistency to use them.

To succeed, you must gather experience from all those with whom you come in contact, and use that experience yourself. No matter how subordinate your position may be, you are, by the immutable law of God and Nature, the commander of yourself. You may be subject to fearful handicaps and be forced down by conditions, yet you remain supreme. If you are incompetent to rise from the ranks, then you will remain there. But however incapacitated you may be, there is something you can do.

Opportunity to benefit himself and others does not leave anybody until he leaves this world. I am aware that half of us, through no fault of our own, are ground down and kept down, and that

it is often difficult for us to lift ourselves above our environment. But it is always possible to make the most of our opportunities, even though our position may be very humble. There is no reason why the ignorant factory hand, with no ability to rise above the bench or the loom, should not perfect himself in the things that he is doing, and be more competent today than he was yesterday.

If we cannot win much wealth, we can, at least, realize the promotion of increased self-respect. Seventy-five per cent of the so-called "down-and-out" would rise above their present level if they would be as self-sacrificing and make as strenuous effort as has been made by many of the men whom they envy. We may not be responsible for the low position which we occupy, but we are responsible if we do not make effort to advance.

The bank president, with a garage full of automobiles and a motor boat, may not be any happier than is the fellow who has made the most of his limited powers and who stands out in his town as the best horseshoer, or shoe-pegger. You are not a success, whether you be worth a hundred million dollars or a hundred cents, whether you be president of a university or the under-clerk in a shipping department, unless your position represents earnest endeavor and an everlasting willingness and striving to reach your proper level.

Explanation

When you have done your best, you are a man of marked success, although that part of the world whose opinion is worthless does not recognize you.

CHAPTER II

CHOOSING A POSITION

A LARGE proportion, probably not less than a half, of both sexes, and of all conditions and classes, owe their ultimate failure, or their limited success, to the wrong start. The young man naturally fitted for some particular calling is as likely to enter one diametrically opposed to his ability and his inclinations as he is to choose one adapted to his capacity. That ambition and judgment are usually exercised after it is too late is a manifestation of prevalent inability to read oneself.

Vocational advisory boards, schools, and associations are being born with incubator swiftness, but none of them has as yet reached more than moderate proficiency. Unfortunately they are largely mechanical, and attempt to sift boys as they would grade the coffee bean or the road-making stone. They have produced sieves of different sizes, and they pour the boys into them, and say to this one, "Go this way," and to that one, "Go that way."

Nevertheless, these institutions are on the right track, and sooner or later they will arrive at some plan which will enable them to be of inestimable value to the young man who does not know how to choose his way.

I shall not lay down any rules or regulations. I would simply say to the young man or young woman: Do not choose your place in life, do not start in any direction, until you have become familiar with the conditions of practically everything that you think you can handle. Do not go into the plumbing business, for example, because your friend has made a success in it. Do not become a bookkeeper because a friend is an expert. Do not attempt to sell goods because salesmen seem to have the best opportunity.

The flush of success is possible only when what you want to do is what you can do; and what you can do will not bring you tiptop success if you do not want to do it.

While I admit that what you want to do is worthless unless you can do it, I would advise you to consider what you want to do before what you can do. Come into contact, as far as possible, with what you want to do, with the things which produce enthusiasm on your part. Select the one which you like the best, then attempt to ascertain whether it is within your ability. If it is, you are on the right track. If it is not, make another selection.

Do not, however, depend upon your own opinion. If you have a desire to enter, say, the railroad business, and you think that you have the capacity for it, from two to a dozen of your friends

will agree with you. If a number do, and, after having talked with railroad men, you find them of the same opinion, you can with some degree of safety enter that business. But first be sure that what you think you want to do is what you *really* want to do.

A young man has a friend who has made a success as a physician. He may honestly think that he too has an aptitude in that direction. But why is he really enthusiastic about it? Does his enthusiasm last after he has seen the hard side as well as the easy side? Do books on surgery and medicine appeal to him more than an entertaining novel? Is he spontaneously interested in anatomy, so that he does not have to force himself to like it? Does his interest increase as his knowledge grows greater? If he cannot shake the medical profession off his mind, if his enthusiasm will stand every test, then the chances are that he is adapted to it; and if he is, there are from a half dozen to a dozen of his friends and acquaintances who will calmly advise him to enter it.

To sum up, let the young man become somewhat familiar, although perhaps only superficially, with the ins and outs of every trade and profession which appeal to him or seem to interest him. Then let him ascertain, by conferring with others, whether or not the opinion of his friends and acquaintances

is somewhat unanimous in favor of his choice. If these conditions prevail, he may with some safety enter that line, but he cannot safely choose alone by himself.

Livelihood-earning, outside of unskilled manual labor, may be divided into three classes: Handicrafts, commerce, and the professions. The first includes all skilled work that is done by the hands. Mechanics of every grade belong in this class. The second division covers buying and selling, and the clerical work connected therewith. The third includes medicine, law, the ministry, architecture, teaching, chemistry, and other vocations which have little to do with manual labor and which are somewhat removed from barter. Every person is better fitted for one of these than for either of the others. Yet many a young man enters commercial life when he should have gone into a profession, and *vice versa*. Many a skilled hand-worker, also, takes up some clerical line which will forever handicap him.

The right start leads to success. The wrong start predisposes to failure. As we start, so are we likely to continue. It is extremely difficult to move from one place to another, or from one environment to another, or from one vocation to another. The start, then, is of enormous importance, and never should be made thoughtlessly.

One should bring to his aid as much knowledge

as he can obtain of the different vocations, and the assistance of friends and others, who will conscientiously advise. And even then he should not make any start on the opinion of any one or two advisers, and certainly not upon his own unaided judgment.

Probably half of the men who do not receive material increase of pay are those who started wrong, and who attempt to make good after they have made bad.

Do not allow yourself to be influenced by any one book, or by any one man. Simply take your desires, and as many of your aptitudes as you can corral together, mix them with the suggestions and advice of others, and then knead the whole batch into a usable lump, which, although imperfect, is likely to rise into the bread of success. Then, and then only, will you be in any sort of position to select the vocation which you are probably best fitted to follow.

The reader may feel that I am placing too great an emphasis upon the asking and taking of advice, because much of it is superficial or valueless. But what else can the would-be starter do? In his youth and inexperience he must depend upon others as well as upon himself. There is no other way. If he selects his advisers with intelligence, and avoids those who are biased, and does not

depend upon any one or a few, he is likely to obtain information and direction which will materially assist him in making a choice.

Another thing. Unless it is absolutely necessary that you earn the whole of your bread and butter, do not lean toward the large salary at the start, which is likely to remain the same; but rather choose the position with opportunities which will give you the most in the long run.

Do not be misled by the discouraging advice which you may receive from men who have failed in their vocation. These men are opposed to what they are doing, whether or not conditions are to blame. The discontented carpenter will tell you to go into anything else than carpentry, and the improvident physician will advise you against medicine. On the other hand, however, the man who, by luck, or by work, or by both, has succeeded, will recommend his line above all others.

CHAPTER III

EDUCATION VERSUS EFFICIENCY

EDUCATION, or learning, or whatever else you may choose to call that information which gets into your mind from books or from academic teachers, is worth absolutely nothing to you unless you know how to distribute as well as to accumulate. Thousands of scholars are mere storehouses of information, with a million entrances and not a single exit. They are ships altogether overfreighted, and with no port of arrival.

Hundreds of thousands of young men enter college, and the other higher institutions of learning, because they have been constrained to believe that book learning is in itself valuable and by itself marketable. At no time, at school or afterwards, do they make any effort to use what they have learned, to distribute what they have obtained. They go through life carrying a cargo which has not sufficient value in the open world to pay for a lunch-counter dinner.

The value of education is in the use made of it. Yet one must have a book education, and should be academically trained. But unless he is taught,

or teaches himself how to use what he has absorbed, he will not be as good a man, or as useful a citizen, as an unlettered plowman. Great educators, and those who are not blinded by academic dust, universally feel that there is something the matter with the present methods.

But this is not the place for the analysis of the present system of injecting knowledge. I am attempting to discuss the practical side, and to furnish evidence that nothing is worth while if nothing is done with it.

Thousands of young men have learned all the details of a business and have burned the midnight oil in memorizing, without making any effort to carry the knowledge obtained into their work.

Do not attempt to store more information than you have the capacity to use. If the span of human life were a thousand years, it might be advisable that you become an expert in botany, surgery, medicine, law, and that you fill yourself with both live and dead languages; but in an average lifetime you can distribute only about so much. Therefore, do not prolong your studies needlessly.

True, the history of the past must not be unknown to those who are building the history of the present; but it is also true that many an educational tree has refused to blossom because its

gardener continuously dug at its roots. Many an educator, many an author, have failed to be of any value to the world because they have given pages to the unimportant, and lines to the living issues.

CHAPTER IV

HEALTH AND SALARY

GOOD health is a business, professional, and working asset. Without it the full degree of accomplishment is impossible. It is true that many a chronic invalid has made marked achievement; but he was handicapped, and would have done more if it had not been for his physical disability. It is also true that there are thousands of men of robust health and large mental caliber, who, through laziness, have amounted to practically nothing. But good health, a strong body, and a clear mind contribute mightily to the doing of anything, from the work of the subordinate to the management of great responsibilities.

The well man who looks his condition stands a far better chance of employment than one who is physically incapacitated for strenuous endeavor. Business is cruel, and has to be, under present conditions. Many a kind-hearted employer would, if he could, advance the physically weak employee, and give him the consideration which he deserves, but cannot do so if he would run his business with an eye to profit. Therefore he unwillingly discriminates against the physically weak man, and does

not place responsibility upon him, because he knows that he cannot carry the burden.

While many of us inherit weaknesses and are born with constitutions more or less frail, for which we are not personally responsible, probably from one-half to three-fourths of our physical troubles are avoidable at the start, and can be overcome by proper care and treatment. Disease and physical weakness of every kind are crimes, if preventable, and many of them are. The man without a good constitution can frequently do the work of a stronger man if he takes care of himself. Good health, then, is a pay-raising asset, something to be striven for continuously and persistently.

Comparatively few men become sick wholly from overwork or because of too strenuous attention to business. While these things contribute toward physical and mental breakdown, by themselves they are not likely to be dangerous, and refuse to attack the man who lives properly outside of his work, and who takes the rest and exercise necessary for well-being.

Drinking and other dissipations, and late nights, contribute more to ill-health and incapacity for work than even overdoing at either the bench or desk. I am not advocating a suicidal overattention to business, or to any work, beyond the physical and mental capacity of its doer; but without

doubt work in itself — even too much work — is far less dangerous than mild dissipation or imperfect care of the body.

The following suggestions, which any one can follow, will contribute largely, I believe, to physical betterment and to the success which accompanies good health:

In the first place, take care of yourself, in business, at work, and out of it.

Better be overcareful than careless.

Damp clothes and wet feet are easily preventable by the proper clothing. And this does not mean that you must stay in when it rains, for a pair of stout boots and a raincoat will protect you.

If you get your feet wet, dry them.

Always have an extra pair of shoes and stockings at your office, and other clothing besides, because there is always a possibility of being caught in a storm when you are unprepared for it.

Keep in the open air as much as possible, especially if your work is indoors.

Never ride all the way home.

If you are a commuter, walk to and from both stations.

Walk at least two miles a day. Getting up fifteen minutes earlier may stand for good health. If the car goes by your office door, take it a mile from the office, or better, leave it a mile from

home. Arrange, if you can, for some good companion to accompany you, for good fellowship on the walk exhilarates a man.

When on vacation, tramp and exercise.

Remember that loafing is not resting.

If you are too tired for a long walk, take some kind of exercise in front of the open window of your bedroom. Exercise the muscles and the brain cells which are not used in your regular work, if you would have a normal body and mind.

Never do, when away from the office, such work as you do in the office.

Always recreate and exercise systematically. Do not walk on Monday and refuse to walk on Tuesday — walk every day. Make it a duty.

How can you expect to work to the best advantage either your hand or your brain in the workshop, when you have refused to take a refreshing bath, eaten your breakfast in a hurry, rushed to the depot, ridden in a close car, and have arrived at your office unnaturally tired, with ambition at a standstill and no desire to make any effort? This is the life that nine-tenths of the city workers live; and many who dwell in the country, surrounded by the open air of heaven, do all that they can to keep from breathing it.

Most people suffer from colds simply because they voluntarily place themselves in a position to

contract one. Colds are sometimes unavoidable, but ninety per cent of them can be prevented.

Headache and other ailments are caused, in the main, by a refusal to live hygienically.

The morning bath, with the brisk rub, is one of the great agents of health-getting and health-keeping, and yet no more than an eighth of our business or working men use a tub or shower more than once a week.

An invigorating bath can be taken with a towel, or a sponge. Modern bathing facilities are not indispensable for the keeping of the body clean and healthful.

Then, a good proportion of people retire in their underclothes, and this does not contribute to refreshing sleep or to common cleanliness. A while ago, on an early morning walk, I observed that not five per cent of the bedroom windows were open more than a few inches. This meant that ninety-five per cent of the people (and I visited high-grade streets) were sleeping in insufficient air. Pure air is essential to health and to good work, especially pure air at night. And there are comparatively few too weak to sleep out of doors, if they would. The inhabitants of the Arctic regions seldom have colds. Folks who sleep out of doors are stronger and healthier than those who occupy indoor bedrooms.

Even to-day, when we are supposed to be enlightened, a proportion of us look upon night air as dangerous air. The only air you can get at night is night air, and night air gets in. It is the only air we have at night.

The sale of patent medicines, even though much smaller than formerly, is enormous. The promiscuous taking of any kind of drug is positively dangerous. Comparatively few patent medicines are efficacious, have any value save as stimulants. Some of them are merely alcohol, water, and coloring matter. Because of the alcohol, they seem to give temporary relief. Bad as whisky is, good whisky is safer than bad drugs, but neither whisky nor drugs should ever be taken without the advice of a physician.

Many so-called cough cures contain opiates and other drugs, which will temporarily stop the cough at the expense of your system. Headache cures, as they run, lower the action of the heart for the temporary relief of the head. Advertised tonics consist mainly of alcohol. Assuming, however, that every advertised medicine is pure, and contains no harmful or dangerous drug, I would emphatically advise against taking any of them. What is good for your neighbor may be bad for you, and even a pure concoction, made in the most scientific labora-

tory, is not to be applied promiscuously. It is as likely to do harm as good.

Here is where the physician comes in. Although he is by no means infallible, he can usually tell what is the matter with you, unless you have a complicated trouble, and even then, he is the only one who can diagnose your case with any degree of accuracy. Then, perhaps, you do not need any medicine at all.

Let me warn you against using any prescription which your neighbor has had put up for him, even by the most skillful physician. The prescription was presumably right for the patient for whom it was prescribed, but probably not for you.

I would advise you to have nothing to do with any physician who is not a member of either the regular allopathic or homeopathic school. Select a physician, even though you may not see him more than once a year. Choose him with care, after consultation with responsible men in your neighborhood, unless you are sure of his character. Call on him at least once a year, even if you appear to be perfectly well. It will cost you only a dollar or two, and this expenditure stands for extreme economy. If commercialism, which thinks only of profit, finds it necessary to have an expert systematically inspect its engines and its boilers, is

there any good reason why you, the owner of the most wonderful machine ever created, should refuse at least an annual inspection? It is almost as necessary to know that there is nothing the matter with you as to find out what is the matter with you.

Go into the engine room of a factory. See how clean it is kept, how the bearings are oiled, the steam gauge watched, and everything subject to inspection. And yet the man who runs those engines and the man who owns them are treating their stomachs more carelessly than they would treat their boilers.

To sum up, let me say that the maintenance of good health, by the care of the body, by constant inspection, and by wise selection of fuel-food, is absolutely essential to the making of success.

CHAPTER V

PAY-RAISING LUCK

WHAT part does luck play on the stage of accomplishment? and how much has it to do with financial betterment or the raising of salaries? I do not know, and I do not know of any one who does know.

The man of superlative success may refuse to recognize luck, and may place the cause of his advancement upon his capability and his unswerving and untiring energy. To admit that luck had much to do with his success, and with the income that he receives, would appear to belittle the value of his endeavors and to remove from him the credit to which he believes that he is entitled. Probably the desire to bestow on themselves credit accounts for the position taken by great men against luck, most of them claiming that we earn what we get, and that we fail because we do not make proper effort. On the other hand, the unsuccessful man says that luck is against him, and is likely to place upon luck a burden for which it is not responsible. It is easier to blame luck than to blame oneself; and luck, to the alleged unlucky, offers an ever-present excuse for failure.

Both of these classes of men are wrong, for what is called luck, for want of a better name, is never at a great distance from us; and this something has a tremendous influence upon both the present and the future. I wish there were another name for it; but call it what you will, we must recognize its existence and its power for good or evil.

With the advance of education and opportunities for learning, we have, among the great middle class, a greater proportion of skilled and proficient men than existed a quarter or a half of a century ago. In those old-fashioned times, a college man, because of his education, was a man of mark, occupying, at the start, a position which today he cannot easily obtain. Therefore, strenuous and unusual endeavor had a market larger than the opportunity of today.

It has been said that there are as many good men out of work as there are good men at work. This is an exaggerated statement; but it is a fact that there are thousands of competent and hard-working men out of positions, who are as competent to fill the places as those who are in them. Higher education has become epidemic. Skilled and proficient men are glutting the market. Competition in education is as fierce as that in business. Therefore, it would seem that luck has a better opportunity to influence affairs than it used to have.

But luck must not be depended upon. It is unreliable. The man who waits for luck seldom meets it. Luck, by itself alone, never made anything out of anybody. Luck is not continuous, lacks stability. Yet, if you follow it long enough, you will find that it more frequently visits those who can best entertain it than those who are not prepared to take care of it.

Thousands have never enjoyed luck, because they were asleep when it knocked at their doors.

Its use is largely limited to those who know how to use it.

Bewailing bad luck is pretty sure to drive luck away.

Envying the good luck of others never brought luck to anybody.

Luck may be likened to unexpected opportunity. Unfortunately, this kind of opportunity does not come to every one. If it does not seem to come your way, work all the harder. There is nothing else for you to do. If it does approach you, grasp it and make it your servant, not your master.

Everywhere we hear remarks like these: "John Smith is lucky. He has had his pay raised." "John Smith happened to be there, and because he was there, they paid him more money." "John Smith was fortunate enough to have the best customers on his books, and therefore he sold more

goods." "John Smith seems to be very lucky. Customers are in when he calls." "No wonder John Smith succeeds. He is behind the counter carrying the goods which sell."

In the majority of cases you will find that the man with the customers who are usually in when he calls figured on calling when the customers were in. And this same condition applies to all the other examples.

Pure and simple luck has little to do with the size of the contents of the pay envelope. It may have had some connection, but usually the connection has been made by the man himself, who was ready to grasp luck when it came within his reach.

I am sorry to say that luck occasionally stands between us and more money and the making of success, and that some little thing, which, so far as we can see, is accidental, throws us down and lifts the next man up. It is very easy to conceive of two men, working side by side, possessing equal ability. There is room for only one promotion. The fair-minded employer places one above the other because something happened at the moment of decision, and this something, neither to the fault nor to the credit of the promoted employee, occurred at the opportune moment. But what of it? Your turn may come next. Absolute fairness and correct judgment have never been a part of busi-

ness. We are, and for some time will remain, children of circumstance.

I recall an instance which illustrates the value of luck. Two young men of apparently the same ability began to learn business with a responsible house. The firm gave its employees and their families an outing at the seashore. The weather was warm, and bathing was indulged in. Neither of the young men was acquainted with the senior partner's daughter. She went beyond her depth and was in danger of drowning.

Wholly by accident, and without the slightest premeditation, one of these young men was near her when she was going down, and rescued her. Both of them were good swimmers and equally capable of saving her. The one who was not right on the spot was without opportunity. Naturally the father of the young woman was appreciative, and as naturally he gave the young man who rescued her a better chance for advancement.

Instances such as this are constantly happening. But, I say, what of it? If the life-saver had not known how to swim he could not have saved the girl. He was prepared for opportunity. So was the other fellow, you say. Shall he regret his ability to swim? Shall he become discouraged because somebody else had a chance to save the girl? If it should have any effect upon him at all,

it should make him strive to be a better swimmer, not because he is likely to have a chance to rescue his employer's daughter, but because he should realize more than ever the value of knowing how to swim.

Let us suppose that the fellow at the desk next to yours has had his pay raised, and that so far as you can see the rise was caused largely by luck. But what has that got to do with you? You are probably no worse off because of his advancement, unless you were a candidate for the position to which he has risen; but even then, why be jealous of him? Why mourn about it? Luck, if it loves anything, admires a smiling face, and does not inhabit the land of sorrow. Brace up! Let the advancement of a rival spur you on to greater endeavor. Get into a position to be able to get out of luck all that luck has, at the first opportunity. Do not wait for it, do not depend upon it.

The ship never comes in to enrich the loafer on the dock.

CHAPTER VI

STAYING WHERE YOU ARE

WHERE you are, is, upon general principles, the best place for you. Of course, if you are in the wrong place, you should get into the right place at the earliest possible moment; but before making the change, be reasonably sure that where you are offers little present opportunity and less chance for advancement.

I am well aware that a proportion of us, perhaps a large one, are located under conditions which make it very difficult, if not impossible, to advance, and that success is dependent upon a change. But it is always unwise to move from one position to another, particularly from one business to another, without well-defined and carefully thought-out reasons.

If where you are is not the best place for you, somebody besides yourself is likely to know it. Personal dissatisfaction is not always the guide to follow, for prejudice and an unfair view of things are natural, and we are likely to become dissatisfied with present environment, even though a change would not better our condition. There is no place that is perfectly satisfactory to any one. Business

is hard. If we are looking for dissatisfaction, we can discover it within arm's length. What we personally think about the opportunities of our present position may not be a correct diagnosis of affairs.

Among other things, two in particular contribute toward salary-raising — length of time with an employer, and efficiency which appeals to another employer. I think the majority of successful men have succeeded by sticking to their job and by not moving unless they are certain that they are not properly appreciated, or an offer too advantageous to be refused is made them from another concern. Usually a first-class employer will recognize ability, and express his recognition in the pay envelope; but, occasionally, the man who ought to know the value of his employees does not seem to sense it, which necessitates a change if the employee would reach his proper level.

Let us return to general principles, which are safer to follow than are exceptions. The employer is in business for business, and selfishness alone would seem to be sufficient to make him appreciate the value of the employee, and he usually does. But if he refuses to do so, and the employee, after careful consideration, is convinced that he has little or no opportunity where he is, then in justice to himself he must consider a change. But let that

change, if possible, be in the same or a similar line, because learning a new business is a difficult task.

Unless one is positive that he has not chosen the right trade or business, he had better stick to his vocation, even though he may change employers. And I say this knowing that many a man has made a complete change of basis and succeeded. Our working years are limited, and we have not time, taking things as they run, to learn more than one line perfectly. A change, then, from one vocation to another means that a proportion of one's working years must be used in the mastery of something new. Of course, any business experience counts in any other business, but each line has its own special requirements, and these must be learned.

Moving from one shoe shop to another, for example, does not require a relearning of more than a few details; but moving from a shoe shop to a steamship office makes it necessary to master the technical knowledge of a new business, which, although run under business principles, is different from the shoe business. Of course, if one is doing only clerical work, there is not so great a difficulty; but even then one must familiarize himself with new conditions, which takes times and which may work against him.

The fact that there seems to be little opportunity for you where you are need not be taken as evi-

dence that there is more opportunity for you somewhere else. You know the difficulties of your present position because you are there. You do not see what exists somewhere else, at least not with the same degree of clearness. Any one who can succeed fairly well in any single line may perhaps do about as well in any other. But why make the change, unless you have positive evidence of an advantage?

A large number of concerns raise the pay of their employees, not wholly on account of ability, but make it a rule to give an increase of salary each year to those deserving of it. In other words, priority of engagement, as well as ability, is considered, not always equally, but it is pretty sure to count, sometimes mightily. A change, then, removes one of the elements which lead to an increase of pay. It is obvious that even the brightest man is handicapped at the start, no matter where he goes. He must both unlearn and relearn.

Thousands of our most successful men are today occupying high positions with the firms with which they started, and their increased pay has been due, not only to their ability, but to their perseverance. Many an employer, receiving an application for an increase of salary, first inquires, "How long have you been with me?" and this shows the salary-raising importance of extended service. One both

consciously and unconsciously gets into the business, so to speak, by remaining in it, and becomes more valuable for this reason alone. Because he has remained a long time with his employer, he has had an opportunity to get into closest touch with affairs, to know about things which he could not possibly be as familiar with if his tenure of office had been shorter.

I would most emphatically advise any one looking for an increase of pay to remain where he is, and, if advisable, to bring pressure to bear upon his employer, rather than to take a leap in the dark by going somewhere else. After he has done his best, and he and those connected with him have positive evidence that there is little opportunity ahead, then, and only then, is he justified in seeking a place elsewhere.

Do not be misled by the success of others, for they may misrepresent, and they may be more able than you are. The success of a friend of yours with the Jones Manufacturing Company should not be taken as evidence that you are misplaced because you work for the Smith Manufacturing Company. Perhaps you would be worse off if you changed from one company to the other.

While success is not independent of certain laws, the making of success is dependent largely upon personality, upon what you yourself are, rather

than upon what others do. To use the language of the street, it "is up to you" rather than up to the man you work for. You are virtually working for yourself, whether you are the office boy or the superintendent; and unless you are doing your level best for yourself, taking advantage of every opportunity, and more — searching for opportunity — you cannot expect more than a moderate rise of pay.

The question then for you to decide is not so much, "Shall I leave my present employer and go elsewhere?" as it is whether or not you are giving your present employer the best that is in you. If you are, and he does not respond, then move on to the next. But be sure that you are doing this before you contemplate a change. The vacillating man, like the versatile man, never succeeds. The dissatisfied employee is not likely to rise from the ranks unless he has genuine cause for his dissatisfaction.

Is it not obvious that your employer keeps you because it pays him to do so, and, this being the case, is it not fair to assume that he will promote you as you deserve to be promoted, rather than break in a new man and give you opportunity to carry what you have learned to a competitor?

There are foolish employers, and some of them succeed, although they do not appreciate the work

of their men. But this class of employer is in the minority, and he will not compete successfully for any length of time with those who handle their employees to mutual advantage.

Where you are, then, should by you be considered to be the best place for you, unless you can convince yourself and at least two competent others that there is more for you in the present and in the future if you resign your position and go elsewhere.

Stick to your job, and your job sticks to you.

CHAPTER VII

CITY VERSUS COUNTRY

THE flow from the country cityward may be likened to a river of majestic proportions in comparison with the streamlet flowing from the city countryward. Ever since cities began to be, the country has been emptying itself into the city, and the city has refused to send its members to the country. All our large cities, and even some of our smaller ones, maintain populations in excess of the total inhabitants of whole states, and there are some cities housing more people than live in several states together. The strenuous life is taking the place of the simple life.

It is maintained by some financiers, and by those who have never known or worshiped any other god than the commercial calf, that business cannot be done economically outside of the great centers, and that the more massive the business, the larger the city which it requires for its establishment, maintenance, and development. While this may be true in some cases, carefully gathered statistics and unbiased investigations indicate that this assumption is applicable to exceptions only.

There are thousands of large business-doing con-

cerns, representing every class of industry from magazine-publishing to nail-making, which have always existed, and which will continue to flourish, in locations far removed from large cities. Many of them do not maintain a city office, but only desk-room, and some get along without that.

Unquestionably there are lines of business which could not be conducted profitably in the country, because they depend heavily upon proximity to a large financial center. And it is obviously true that collective financiering is more readily handled in the larger places, where many men of money live and do business. But, notwithstanding the position which the city rightly occupies in pure, simple, and exclusive financiering, I think we must look farther to obtain the true reason for the cityward tendency.

While there are those who are apparently obliged to live and work in a large city, and who could not, probably, so successfully do business or practice their profession outside of a metropolis, there are millions of men now working in large cities, who could as profitably perform their labor if located in smaller cities or in country towns. A proportion of these people were not born in a city, but migrated thither from a country town, and remain in a city for reasons which may be largely artificial or imaginary, and which investigation would probably prove to rest upon false premises. At a sacrifice of

many of the things dear to the real man, and often of comfort and health, they live the strenuous life of the great city, continuously overworking, acquiring irregular habits, and forming desires, which the simple amusements of former days can no longer satisfy.

The average city man lives in bricks, walks on bricks, and works between bricks. For days, and even months, the only part of Nature which he sees is the smoky sky, which he seldom looks up to.

If his dwelling-house is in the suburbs, he may sleep but not live in the country. His waking hours are spent down town, and the beauty of outdoors is his only intermittently.

As he lives in an artificial environment his tastes become artificial, and he demands what he would not care for if he lived and worked closer to Nature. At the close of business he is tired and irritable. If the day has been a good one, he is weary just the same. If the day has been a bad one, irritability is added to his tiredness. Sometimes he spends the evening at the theater; then to bed, more tired than when he left the office. He has had a change of strenuousness, not a rest. The city business man does not rest while he is in the city. All that he can obtain at the best is the change from countingroom air to restaurant air, to club air, or to other devitalized air. In this way he lives year

in and year out, often breaking down, occasionally taking a few weeks away from the action of business, but not removed from its cares.

The city man does, as a rule, that which he advises no one else to do; namely, live in the city. If he is country-born, he looks back with love and longing to the old farmhouse, where opportunity may have been limited to a few stony acres, and where one horse could do more work than there was work to do.

I have not overpainted the picture of the city. I have simply given you a view of what is, what always has been, since the city began, and what is more so today than it ever was before. I will not deny that there are some exceptions, for I know many city men who live as men should live, and who do not allow their business to be more exacting or more burdensome than is the work of the country citizen. But, nevertheless, these men live artificial lives to some extent, because they cannot help breathing a polluted atmosphere. They live in the rush, and, therefore, they rush unconsciously. Nobody can escape the influence of his environment.

"Go where the money is, where the most money is, and that is the city," is often sandwiched between the slices of stereotyped advice by those who are choked with gold dust. And they are right to some extent. For if you want money, and only money,

and would not be satisfied with a moderate income, then the chances are in favor of the financial center. But even then, bear in mind that where there is much money, there are many strugglers fighting for it.

The country boy longs for the city really because, like all the rest of us Americans, he is extremely anxious to grow rich, and is particularly desirous of going to the place which he knows nothing about. This tendency is responsible for the growth of the great cities, and has worked the largest possible injury to the country town; it has cut down prematurely thousands of our bright youths, who to-day are city strugglers when they might have been country conquerors.

I am not advising all country boys to remain in the country, nor do I claim that there are no cases where it is advisable for the boy to leave his home in the country town. There are exceptions to every rule. But I am talking — wisely, I think — along the line of general averages, realizing full well that the law of averages is safer to follow than the rule of exceptions.

The city-born boy is likely to remain in the city, even when his opportunity is several times better in the country. It may be useless for me to suggest to him that he consider the country. He is in the city, has grown up in the city, and is familiar with

city conditions. Therefore, if he stays where he is, he is not without some excuse for doing so, for the place where one is may be assumed to be the best for him to stay in, unless he has reasonable evidence that a change would be advantageous to him.

I am addressing this chapter primarily to the country boy, who is, by birth and environment, an integral part of the country. When he has finished his academic education, whether it be from the common school or college, it is then his bounden duty to consider, not only what he will do, but the place for doing it.

Nearly all the publications he reads, save his local paper, are published in the larger centers. Most of his books bear the imprint of city publishers. Much of what he hears about life emanates from the city. If he reads the newspapers, he finds that the bulk of the news bears a city date line. Because he lives in the country and knows the country, he sees all its disadvantages and shortcomings. He does not know about the city, and what he hears about it is decidedly in its favor.

Perhaps he knows a country boy, a neighbor's son, who has gone to the city and succeeded in making money. He does not know what this boy is paying for the little money he receives, and cannot realize that the city-living boy, by his overwork,

may be paving the way to physical collapse. He knows what the country does not give, but he does not know what the city takes.

There are country districts which offer absolutely nothing to the boy except the lowest kind of agricultural drudgery. There are country towns which, in internal condition, are unfit for the habitation of hogs. But these are exceptions. The majority of country towns are peopled with progressive and decent citizens. Let me exclaim right here — and I dare any country or city man to refute it — that there is more decency, more public spirit, more progressiveness, more worth-while education, and better-grained intelligence in the average country town than there is in the large city. The city may give better opportunity for the unusually proficient to make money, but the country gives larger opportunity for one to live and to do the work of civilization.

The city man's work never ends, although he may leave the countingroom. The man in the country has time to get away from his business, and although his hours may be longer, his work is likely to stop when he stops.

It has been said that indolence is responsible for country failure, and that country people are lazy. Very likely many of them are, and so are many city people. The reason that city people do not show

their laziness so much as country people do is because laziness and enough to eat are not compatible in the city. The city man is obliged to work in order to live. The country man need not work so hard, and he does not. The work of civilization, the work that is worth doing, is not confined to bread-and-butter making. Anyone will work for food. No one voluntarily starves. The kind of work which makes men is that which they do not actually have to do, but what they do because they desire to do it.

The city forces one to work; the country permits man to be somewhat independent of enforced work.

The country boy, brought up in the country, saturated with the health and glory of outdoors, must undergo a physical and mental change when entering the city. His ideas must change, his methods of living must change, and he himself must change. He goes, virtually, from the natural into the unnatural.

There are more opportunities in the country than its inhabitants appreciate. The eyes of many a country boy are not upon his home, his gaze is over the horizon into the vast unknown. His eyes pass over what is close by, in the vain attempt to rest upon something which he knows nothing about, and which very likely does not exist.

Many a farm would pay twice as much if prop-

erly worked. Many a country store would yield a larger profit if handled as it should be. The country is not well cultivated, because of the lack of good cultivators, because men do not work their land, but let their land work them. The brain and the brawn of the country do not always fraternize. I admit that the country is dull in spots, and from the city standpoint somewhat monotonous. The average country boy who stays at home is likely to have a hard time of it; and the country boy who goes to the city will have an equally hard time — probably much harder.

There is no royal road to success.

May I not for a moment consider the disadvantages of the country as compared with those of the city? Neither city nor country offers more than ordinary opportunity for those of ordinary ability. I have personally experienced both conditions. I have hundreds of friends working successfully in the country, and as many working successfully in the city. I have lived with both classes. They have allowed me to know them as they know themselves. I have no prejudice against the city, nor any against the country. I am attempting to balance the two that I may be the better able to tell the truth, not from my personal standpoint, but from that of others.

The country business man — the farmer included

—has a local reputation and a name. If he amounts to anything, he enjoys the distinction of his prominence. The city man, even if he succeeds, is one among thousands. He has no reputation beyond the small circle of his acquaintances, unless he be of marvelous power or of great wealth. The countryman with a few thousand dollars is a man of property; the city man with a few thousand dollars is, so far as money goes, a nonentity. To-day the single millionaire is not conspicuous in the great city, because there are so many like him, and so many even wealthier. The country doctor of skill and character is often better known in the city than is the city doctor of equal attainment. The prominent country lawyer has frequently a greater city reputation than have the rank and file of city attorneys his superiors in ability. The country professional man has a chance of showing what is in him; his city brother is one of many. The country business man, if he is honorable, may build up a reputation of which he has the right to be proud; a similar man in the city is practically unknown even to the policeman whose beat is in front of his house or store.

The countryman, whether he be a farmer or something else, has an opportunity to breathe Nature's air where he lives and works; the city dweller lives anywhere from two to twenty miles

from his office, and consumes from one to four hours every day in traveling to and from his place of business. This time on the road is worthless to him, because it brings him no rest; there is no novelty in it; it is, at best, a "necessary waste" of time. The countryman can use substantially the whole of his time either in real work or in real resting; the city man is to a far less degree in command of his own time.

When a countryman comes to me and asks, "Would you advise me to go to the city?" I take him by the hand, look into his eyes, and say, "Why do you want to go?"

His answer is almost invariably, "I am tired of the country because there is no chance there."

"Why are you tired?"

He tries to evade the question. Not one man in a hundred will answer it honestly unless you force him to the issue.

"How do you know that you have no opportunity where you are?" is my next query, and the chances are that he has not tried to find home opportunity. He has simply assumed that there is no chance where he is, and, because there appeared to be none there, that there must be plenty of opportunities somewhere else.

To such a man I would say: "My dear fellow, search your home-town from its north to its south,

and from its east to its west; then, after you have gone over the whole of it conscientiously, and have been unable to find anything, consider the next town. If there is nothing there, try the next and the next, each time taking a town a little larger than the last one you considered. Then, and only then, if you find nothing, you have a right to consider the city, and even the great city. But do not make a complete change of environment until you have made every reasonable effort to stay where you are, or near where you are."

The majority of village and town dwellers may, if they make effort, find opportunity in their own place, or in some one not much larger than the one they live in. In going from a small town to a larger, one does not necessarily change his environment or his atmosphere, for conditions are materially the same, although there may be better opportunity. The mover does not have to make himself over again. He has himself better in hand. For though he has changed his base, he is still under similar conditions. He does not have to make a jump of great uncertainty, which he would if he leaped directly from the country home into the great city.

True, many country salaries are less than many city salaries; but the converse also is true. I know that the city top is many times higher financially

than is the country top. But let the countryman realize that part way up the ladder in the country stands for comfort and livelihood and often for a reputation; while the corresponding round in the city means struggle, wear and tear, work, restlessness, and little comfort. The majority of us will not rise to the top, or anywhere near to it, either in the country or in the city; for the great overwhelming average can meet with only ordinary success.

But the countryman may say that he believes he is more than average, and may present some proof substantiating his opinion of himself. Let us assume that he is an extraordinary man. Should we advise him to go cityward? That ability and capacity which would make him a city success, would, quite likely, produce as large earnings for him in the country. It would appear, therefore, that the countryman is likely to be better off in the country than he would be in the city, even if his ability is of an extraordinary type, barring a few exceptions, which do not affect the significance of the generality. It is an undeniable fact that fully seventy-five per cent of our great men were born in the country, and that many of them still live there. The city does not breed greatness.

Getting your pay raised — obtaining a larger income — does not mean necessarily a larger place

to live in. The value of wages, salary, or income, is dependent not altogether upon the amount of what is received, but upon the difference between income and outgo. A salary of ten thousand dollars a year under certain conditions may be worth less than half of that money under more favorable environment. A thousand dollars in the country may give you more than two thousand dollars would in the city. Income must be reckoned wholly upon its value as a giver to you of something which you need or want, not upon its size, nor upon its relative size. If you can have all that you need, and all that you can reasonably desire, with opportunity to save, on a moderate salary, you may be better off, physically, mentally, and pecuniarily, than you would be if you had twice that income with more than twice the necessary demands upon it.

Not what your income is, but what it does for you, counts.

CHAPTER VIII

LEARN YOUR BUSINESS

YOUR employer naturally and rightly expects you to familiarize yourself with the business, especially with the details of your department. He may expect, but he does not demand, that you attempt to learn the business as a whole, covering your work and that of others. He leaves you a free agent, requiring you only to know how to do your particular work. It is for you, not for him, to say how much above or beyond it you shall go. He hires you for a specific purpose, and is passively satisfied with you if you faithfully perform the duties and tasks allotted to you.

It is of primary importance that you first become familiar, and intimately familiar, with your duties, and you have no right to branch out beyond them, either in knowledge or in action, until you have mastered them. If it is your duty to sweep the office, learn to sweep it well before you attempt to keep books or to learn bookkeeping. If you have charge of one kind of stock, familiarize yourself with it before you make any effort to know about any other goods. Be up to your immediate responsibilities before you attempt to go beyond them. Do not carry a load greater than your strength,

be it mental or physical. But when you have a working familiarity with your immediate duties, then it is time for you to begin to learn the business, to become familiar with every department of it that you are likely to be connected with later.

Keep your eyes and ears open. Talk with your associates, and with those in other departments, and especially with those above you. The more a man knows, the more willing he is to impart his knowledge. Comparatively few men, in business or out of it, refuse to help one who comes to them in a proper spirit. Really, they feel flattered, and for this reason alone they will aid you. But men of mark usually have a higher motive.

You are not likely to rise above your present position, even if you are familiar with all its duties, and do your work satisfactorily, unless your knowledge has gone beyond your department. Every first-class house is constantly making promotions. They are on the lookout for better men, giving their own men the preference. The moment in which they discover that you are not only familiar with your own work, but are learning the work beyond you, they place you on the waiting list for a better position.

The question naturally arises, How may one learn the business while occupying a subordinate position? He cannot acquire an insight into all the details of it, or become familiar with them, except in a more

or less general way. But opportunity is ever present for him to gain information, in the store and out of it, which will make him better able to handle responsibility when it comes.

Let us suppose, for example that you are in the dry-goods business; that you are but a stock clerk, and have charge of only one kind of goods. After you have become familiar with these goods, learn all you can about dry goods in general; visit other departments at odd times; learn dry goods from the ground up; read the trade papers, go to the library, and, with the assistance of the librarian, select books bearing, not only upon the manufacture of dry goods, but upon the growing of the material which goes into them.

At the opportune time ask your employer to recommend books and periodicals; tell him that you are anxious to learn the business, and that you propose to give some time every evening to reading upon the subject. He will give you valuable advice, and, further, will begin then and there to appreciate you.

Talk with men in your business, in and out of the store. Get their ideas and combine them with your own. Play games of conversation, with both sides winning. There is an enormous amount of information about every line of trade which can be found if you seek for it. Be prepared for

promotion, so that when the opportunity comes you are ready for it. Perhaps you will have to wait, and much longer than you deserve. But you cannot help that. If you are prepared, you stand a chance of promotion. If you are not prepared, you cannot grasp opportunity when it is presented to you. Very likely, in attempting to learn the business from books, from papers, and from conversation, you will obtain much information which will be of no particular value to you. But better have too much than too little. And, as you cannot always discriminate, learn all that you can, and very likely you will find that what you considered useless has become useful.

This information, even though much of it may be from books, papers, and from hearsay, will give you a foundation which, when combined with your later experience, will push you into success.

Of course, you cannot fully *learn* the business in the way that I have suggested. But you can obtain facts which will enable you, with experience, to have a firm grasp upon those things which experience alone will equip you to handle. Get all you can, from every source pertaining to the line which you are in, always doing the work at hand faithfully, and with all your heart and might, but ever attempting to get hold of those things which you will need in the future if you rise from the ranks.

CHAPTER IX

LITTLE THINGS

THERE is not much money in a cent piece, but if it were not for the cents there would be no dollars. The chemists and the scientists have shown that practically everything may be divided and subdivided into component parts; that the great things are simply collections of little things, owing their greatness to the efficiency of the assemblage. There is no such thing as a little thing, for even the microscopic atom or molecule is essential to the building of every great edifice. The seen is but a grouping of the unseen. Take care of the little things, and the big things will look out for themselves. Builders begin at the bottom, not at the top; they work from the ground up, not from the sky down.

When you start to work, many little things will be given you to do, and no big things to accomplish; and your promotion depends, not upon producing something grand and great, but upon your proper attention to, and your mastery of, those little things. Your employer is watching you, whether he appears to be or not. He depends upon you to do your subordinate duty, to execute well

the minor tasks placed before you, and he will judge you, not wholly by the result of all that you do, but somewhat by your efficiency in handling the small duties, and the small things, which are a part of your work.

Attention to details, especially when one is not competent to rise above them, furnishes *prima facie* evidence of ambition and ability, which sooner or later will enable one to rise from the ranks. No matter how menial your duties may be, great things will never be given you to do until you have properly handled the smallest details of your work.

If it is your duty to file letters, throw all your might and energy into it, and do it so well that the result cannot help showing. Master the letter file, if that is a part of your work, and from that you will pass on to higher things. The one who does everything well, and does not pass over the smallest things, cannot help being recognized. I know of nothing which lends itself more to promotion, with accompanying rise of pay, than a careful conscientiousness about, and ever-active attention to, the small things of business.

The driving of a nail does not build a house, and the nail is the smallest thing which goes to the building of a house; but if the nails are not well driven, and there are not enough of them, or they are not placed where they should be, something will

happen to the edifice some time — it may be in years to come — which will prove that upon the driving of the little nails depended the strength and permanency of the building.

I recall a master painter, employing dozens of men. He was young and without capital, and he obtained his start in life through the help of a wealthy man for whom he worked while a boy. This capitalist had noticed that the young man was as careful to paint between the rails of the fence as he was to cover the parts which showed. He asked him why he did it, and the young man replied that the life of the fence depended upon covering every part of it with a sufficient coat of paint. This man worked for the future of the fence and for his own at the same time, and to-day he is a master painter.

I recall a young woman who was obliged to do domestic service. She swept and dusted the corners so well, and she attended to the things that she did not have to do with so much care, that she is now mistress of the house in which she worked.

A young friend of mine, while an office boy, made a specialty of airing the office. He was expected to arrive at eight in the morning. He was invariably there ahead of time, and when the clerks and managers appeared, the air in the office was as clear and wholesome as that out of doors. To-day,

he is at the head of the business. Undoubtedly this airing out of the office did not constitute the full cause of his promotion, but the principle of doing it, as well as the doing of it, lifted him out of the ranks.

Of course, some employers do not recognize the nicety of the work of their employees. Some are unappreciative. But remember this, young man: *If you do your full duty and more than your duty, you may be promoted. If you do not, you will stay where you are.*

The best places in life are for those who earn them; and although some do not receive their deserts, comparatively few men ever get anywhere who do not earn the right of way.

CHAPTER X

ASKING FOR INCREASE

I RECALL the old-fashioned adage that was tacked above the schoolroom blackboard in my boyhood days:

"All things come round to him who will but wait."

This old maxim sounds well, because it reads well, and it carried weight in those days, before business became a battle, often to the death, and generosity to some extent took the place of strenuosity.

To-day I would revise this statement, and make it read:

"Little comes to him who waits."

This brings us to an important question, one which will never receive a unanimous answer, and one which has been subjected to endless discussion, with neither side winning:

"Is it advisable to ask for or to demand an increase of pay? Or is it better to do your duty faithfully and honestly, and depend upon your employer's sense of justice and fairness, for promotion?"

The absolutely fair and successful employer does not have to be asked to advance his employees, pro-

vided he has opportunity of judging their qualifications correctly. But, unfortunately, all employers are not fair, and most of them are so overburdened with care and responsibility that they cannot always see, even if they would, that the employee is worthy of promotion, or discover an opportunity to advance him as soon as it arises.

It is obvious that it is to the interest of the employer to advance his employees consistently with their ability and the demands of the business. And it is also self-evident that the worthy employee will arrive at his level, or near to it, some time; but there is likely to be an extended intervening period of time between the arrival of his ability to handle a better job and the getting of that job.

Many an employee arrives before he gets there; that is to say, he is able to assume a greater responsibility before being permitted to handle it. He draws, say, a salary of ten dollars a week when he is worth fifteen dollars a week to his employer, and when his employer would gladly give him the increase, if he realized his ability and the advisability of promoting him. Conditions, with or without blame to any one, frequently operate against rapid and equitable promotion.

It is, then, a question of whether or not the employee shall demand recognition. Shall he go to his employer and say, "I am worth five dollars a

week more than I am getting, and I am going to have it," or shall he put his request in a milder form?

It is very hard for any one to advise at arm's length, because conditions are seldom in duplicate, and what is safe to do in one case may be disastrous in another. Upon general principles, I would not advise an employee to *demand* a rise of pay, or to make any effort to coerce his employer to do what he is not willing to do. Rightly or wrongly, the average employer resents dictation of any kind on the part of the employee, and this is due partly to the fact that the majority of incompetent men believe that they are entitled to increased pay, and often demand it in the most objectionable way.

Some employers refuse to consider any one who asks for advanced pay, and so an employee may be placed upon the black list, unless he uses the greatest discretion in his demands. On the other hand, many employers will not advance their employees unless they are forced to do so, partly because they believe that they save money by so acting, and partly because they do not believe a man worthy of more pay unless he has the gumption to ask for it.

But whether or not it is advisable to ask for an increase of salary, the employee should, first, last, and always, be thoroughly convinced that he is

worth more pay; and, further, he should have evidence that more salary for him would mean more business for his employer. It is both foolish and useless to demand an increase when the business will not permit it, or to ask for promotion when conditions are opposed to it.

Thousands of employers would increase their pay roll if they could afford to do it; and there are also many employers who will keep the wages down to the lowest point unless actually forced to do otherwise. Again, under the law of general principles, it may be said that the employer who will not voluntarily raise the pay of his employees when he should do so, and when he knows that they are worthy and that the profits of the business will permit, is not the right kind of man to work for. But in many cases, perhaps a majority of them, the employer does not know that the employee is worth more money, and that it would pay him to give it. It is obvious, then, that he must be told, either directly or indirectly, by the employee or some one working in his interest. And the average employer will not object to a request properly and modestly put, and which does not appear to be a demand.

Under the law, the employer has a right to pay what he will; and under the same law, the employee has a right to work or not to work, as he will. It

is cold-blooded business, and business does not practice favoritism.

Undoubtedly the best way to get your pay raised is to make yourself worthy of the increase. When you are sure that your work brings benefit to your employer; when you are reasonably positive that he can afford to pay you more money, and, further, that it would pay him to raise your wages, then, and only then, have you the right to ask him for a rise.

To give evidence of your ability to your employer, without a demand, trusting him to do what is right by you, is the best way. If this fails, then I am not advising you against requesting more pay; but bear in mind that if you receive an increase of salary without directly asking for it, you are better off than if you received it by demand.

Occasionally an employer increases salaries because conditions of the business make it inadvisable for him to refuse demands. But he does not, as a rule, think as much of an employee whose pay is raised because he forced the employer to raise it, as he does of the one whom he raised voluntarily.

I am not forgetful of the businesslike attitude taken by the employee, who, as salesman of himself, brings himself before his employer, asking a higher price, as he would if he were selling goods. The fact that he knows how to handle himself, to sell

himself, so to speak, may impress his employer with his ability; for the man who knows how to handle himself, and to make the most of himself, is likely to be more valuable to his employer. But again I say that good salesmanship shows the quality of the goods before speaking of the price. First-class salesmen, working for reputable houses, usually follow this rule.

These principles apply to selling your work. You should first have yourself in hand, consider your work so much marketable merchandise, and by attention to business impress your employer with your value as a money-maker. When you have done this, then you may talk price with him.

The salary which comes by anything more than a suggestion on your part may not remain with you. You are a part of the business structure. During business hours your employer is a better man than you are, although you may be his superior outside. You must recognize this difference of position. If this world were as it should be, and the Golden Rule were the law of business-doing, you would get your desert in business and out of it. But, unfortunately, business is hard and cruel and often unfair, not necessarily because the captains of industry are hard, cruel, and unfair, but because they live in an environment opposed to the higher ethics. Few of us, in the ranks or out, get

our just deserts. We receive either more or less than we are entitled to. You, as an employee, have rights, but your employer is your superior officer. Under the law of business, he, not you, has the right to decide. You must recognize this, and act as his subordinate, for he will not act as yours. Unless you have been successfully commanded, you can never successfully command.

Do not forget that it is the condition of business more than the cruelty of man that is responsible for the retarding of your advancement. Business may look to you, an employee, as highly prosperous, and yet your income may be more than that of the man you work for. He cannot, with safety, confide in you. He keeps you down, without giving you the true reason for so doing. Therefore, if you would succeed, if you would get your pay raised, go to your employer, not with a demand for more money, but approach him as you would an older and valued friend. Tell him frankly how you are situated, suggest what you want, and leave it to him. If he is the right kind of man, he will meet you fairly and squarely, and do for you what he believes is for the mutual interest of both of you. If he is not, then all you can do is to put up with your present pay or to leave. It is just as unfair for you to take advantage of conditions,

and force your employer to pay you more money, as it is for him to keep you unfairly down.

The officer is in an entirely different position and environment from that occupied by his men. The discipline of business, as well as that of war, requires that a line be drawn between the two, one to command and the other to obey; and it often happens that the sword either will not or cannot understand the gun, nor the gun the sword. While you carry the gun of business, you must obey the man with the sword, or resign, or desert. Forcing the man above you to do what he would not do, is bad for him and bad for you in the end.

What you deserve may not always come to you. If it does not, and if you cannot discover a way to bring it, you must bear the burden — wait, and strive while waiting. Wait and work, especially work. Work always counts, even if it does not always bring the result looked for.

The salesman who would be successful presents his goods, but never forces them upon the buyer. You, as a successful employee and a seller of your services, should meet your employer (your buyer) as a salesman meets his customer; but remember that so long as business is business, the seller is subordinate to the buyer.

CHAPTER XI

ON TIME AND AHEAD OF IT

THE train of success starts on time, runs on time, and arrives on time. It would often reach its destination ahead of time, if the schedule permitted.

If I were to build a monument of the mottoes worth while — not platitudes, but those things which count most in the development of legitimate profit — close to the top I would carve, in letters long, broad, and deep, "On Time."

And if I were to dig a pit of failure and despair, upon a big board at the mouth of it I would paint, "Behind Time."

The on-time man may fail, but the behind-time man is doomed to failure. Being ahead of time may waste a moment; being behind time may lose an hour, a day, a week, a month, or a year. If you are there, then you can meet the exigencies of the moment. If you are not there, conditions may have their way and swamp you. At the same time, you must remember that promptness, by itself, has little commercial or other value, and one cannot succeed by being on time and being nothing else. But it is a fact, recognized everywhere, from the

countingroom to the factory, from the bridge of the steamship to the cab of the locomotive, from the public platform to the stage, in business and out of business, in professional life and everywhere else, that promptness is absolutely and unquestionably essential to any kind of accomplishment.

Further, the man who is regularly on time shows, at least, that he appreciates one fundamental principle of business. And he is recognized, other things being equal, by his employer. Let us suppose that there are a dozen essential factors of success, and your employer is answering an inquiry about you. If you have a reputation for promptness, the chances are that he will mention that first, or close to the first. Comparatively few on-time men fail. Very few behind-time men succeed. After you have reached the top, or are near to the top, you may, with some justification, exercise the license of tardiness, and it may be tolerated by your employer. But when you are in the ranks, subject to command, you will either be on time or you will lose your job, unless you possess extraordinary ability, which to some extent may offset this failure.

I believe that there is nothing which contributes more to an increase of salary than continuous promptness.

The on-time man is a man of mark. The behind-time man is a marked man.

Being ahead of time may be next in importance to being on time. Let us suppose that your daily service is scheduled to begin at eight o'clock. You are neither morally nor legally bound to arrive at your working quarters ahead of that time. But if you are there five or ten or fifteen minutes before eight o'clock, you may have an opportunity to do things, or to begin to do things, in advance of imperative demand. This action on your part will be appreciated by your employer, and he is likely to consider the raising of your salary with this one thing as the principal incentive. If your arriving time is eight o'clock, make the beginning of your work eight o'clock or earlier, so that you actually arrive at your work at eight — not at the cloak-room.

Another important point: While promptness of arrival is essential to salary-raising, promptness of departure is not. No reputable employer demands that you work overtime, except in emergencies. But success has never been made by the worker who, although he may open his desk on time, invariably closes it at the scheduled hour of departure. No man faithfully working for himself or another can proportion his duties so that he can profitably call a halt at any specified hour.

It is not necessary for you to remain overtime continually, but work that should be finished

should be done even if you have to remain after hours. Otherwise you will be a mere clock-man, an automatic worker, a faithful machine, running by springs and not by brains. This does not imply that you should ruin your health by overwork, or that you should remain in the office regularly into the night. But if you have work to do, either do it or get out; do it, if you would have your pay raised and your success insured.

Let me give you an example which came under my immediate observation: A friend of mine, a man of rare judgment, with great executive ability, failed to receive his deserts because he never pulled down the cover of his roller-topped desk before five or after it. He closed on time, and automatically carried the work of today over into tomorrow, at a sacrifice of business and of prospects. Today, he is drawing the same salary that was his twenty years ago; and the one thing which prevented his progress and the raising of his pay was that the treasurer of the corporation which employed him stated at a directors' meeting, when the president was in favor of an increase of salary, that this man would sacrifice everything for closing promptness.

Not how long you work, but how you work, counts. If you are not on time at the start, the work of the day, and perhaps of the year, is handi-

capped. If you are particular to end your daily work on schedule time, when a few minutes or an hour overtime would accomplish much, you will have earned the reputation of being an automaton, a brainless worker, faithful to a degree of automatic promptitude.

The future, while founded upon the past and anchored to the present, is not attached to a rigid cable. The future has demands of its own, and they cannot be met except in the present. The drain-digger, and the purely mechanical workman, in every line, does today what he is told to do today, and does not anticipate the morrow. He stays in the ditch he has dug for himself.

The man of power, and of commanding position, works in the present, with the experience of the past back of him, and reaches out into the future. To use an expression of the street, he is "ahead of the game"; he foresees the future with some degree of accuracy, and whatever he does is prefigured by past experience, and made profitable by anticipated result.

Little of today's work brings any return today. Its harvest comes on the morrow. Therefore, the man of success is not only on time this morning, but usually ahead of time, starts his work before he has to, and has before him, while he works, a mind-picture of tomorrow and the result. He takes

nothing for granted, admits that errors on his part, and on the part of others, are probable, safeguards himself by mental and written checking, works on time today, and plans in his mind, or on paper, a sketch of future result. From present fact, he deduces probable consequences. He is, therefore, prompt in doing, and foresighted in his plans.

Men of this caliber are sure of a rise in salary, unless they are under a dishonorable employer. But they do not remain under his domination; for the employer who does not recognize promptness and other business virtues never holds a first-class man for any length of time.

Do not take chances; better be there. If you are there, you may be ready to meet what is there; if you are not there, some other person may do what it would have paid you to do.

On-time men get on.

CHAPTER XII

LOOKING AHEAD

THE value of the present is not so much in what it contains for itself, as in what it holds for the future. While no one can predict with certainty what is to come, one's advancement and final accomplishment are largely dependent upon his foresight. The value, then, of the present is two-fold — first, what it has for you now; secondly, what it will give you or lead you to.

Many a young man has remained in the ranks because his outlook has been restricted to the tasks of the present, and because he has cared more about the emolument of the present than the prospects of the future. He selects the place which offers a higher present remuneration, without intelligent consideration of what this particular position will lead to. But do not imagine that you should ignore the present or refuse to make the best of it; for he who looks into the clouds, and forgets that his feet are upon earth, is tottering upon the immaterial, and is sure of nothing above or below him. No one succeeds by ignoring present conditions or by looking continually into the future, who is fully satisfied with what his feet stand upon,

or who depends wholly upon the visions of an unmastered mind.

Let me say most emphatically that you must take care of the present, respect it, honor it, and work for it, if you would hew your way into any kind of a future worth while. But while you are doing your duty, day by day, do not refuse to look upward and onward, and to use the present as a basis for advancement.

If it is necessary for you to have a certain sum of money each week, and you have others dependent upon you, you may have to give greater attention to the present than to the future. But unless you are handicapped by unsurmountable obstacles, look ahead, and realize the importance of what is to come, as well as of that with which you are at present connected.

Select your position, both for what it will give you at the start and for what it is likely to lead to.

Do not jump at the first bait offered you, until you have intelligently considered it, and compared it with possibilities and probabilities. Not what your present position pays you, but what it will result in, is of greater consequence.

Here the advice of friends may play a very important part, provided you do not depend upon any one friend. The intelligent employer will, if asked, give you an idea of what your position is

likely to amount to, if you are competent. No first-class employer wants to keep a man down, nor will he advise any one to give preference to a position paying a fair salary, with few prospects, instead of to one giving a lesser sum at the start, with good prospects.

Then, it is obvious that certain kinds of business offer less opportunity than others do. Some lines of business are controlled by monopolists, and have limited and precarious footing at the top, and broad acreage at the bottom. The young man starting into such a business will, if unusually competent, obtain a position worth waiting years for, but the average man will be kept down by conditions.

Unless you are sure of possessing remarkable ability,— and if you have it, others have probably recognized it — you cannot with safety enter a place which offers few opportunities to the average man, and great emoluments only to the genius.

If you are ordinary,— and most men are,— select the vocation which has many fair opportunities in preference to the one which has only great opportunities and those limited to the few.

Unless it is necessary for you to have a certain sum of money per week, make reasonable sacrifices for the future. At the start you are merely a pupil, hardly an apprentice. No matter how hard you work, you are worth very little to your em-

ployer. You are in school, and the pupil should pay for his tuition rather than the teacher. For years you will remain a learner, a novice, an apprentice, and this long tutelage may be the most profitable in the end.

In every community there are men of mark, who have won their spurs by hard work and long-time sacrifice. Go to them — not to only one of them, but to several of them. Frankly tell them who you are, what you are, and what you want to be. From the advice of many, you may, if you are intelligent, be able to get a clear insight into what is best for you to do — whether to start at a low price with prospects, or at a higher price with little opportunity for advancement.

Depend upon yourself, for you, and you only, are in final control of yourself. Nobody will help you if you do not help yourself, nor will any one direct you if you are deficient in self-direction. Do not allow any one's hand to lead you blindly. Do not be a puppet, moved by an out-hanging string for anybody to pull at will; yet never lose sight of the fundamental fact that true independence and safe self-direction are attained through observing what successful men have done, and that counsel from such men will materially assist you in properly placing yourself and in getting the right start.

You are standing on a hill. The unconquered

world is around you. Opportunity is on every side, although you may not see it. It is entering your lungs, your mind, and tingling your body. It is for you, then, as commander of yourself, to throw all that is in you into the effort to embrace it, to handle yourself so as to become your best self, to see with all your eyes and to hear with all your ears, to learn from the field, the factory, and the store, to come into contact with leaders, that while you are your own pilot, you will not be steering without a reliable chart.

With feet firmly planted upon the present, look into the future and scan the prospect; but be sure that you know where you are, and what you risk, before you venture to establish yourself elsewhere.

Never allow yourself to forget that success is unattainable without energy, and that opportunity will not offer a helping hand to the man so firmly rooted to the present that his present becomes the grave of his future.

CHAPTER XIII

WORKING OVERTIME

I APPROACH this subject with some trepidity, because it is quite difficult to give advice upon so mooted a question.

The ethics of both labor and business do not theoretically require one to render more than the service bargained for, unless he is paid at an increased rate for the work done out of regular hours. But common custom will at times compel the employee to do more than is "nominated in the bond." There are "slaves" of every color, in office, store, and factory, who must either overwork or lose their jobs.

So long as competition maintains its present status, some employers will refuse to practice the Golden Rule, and will require and demand of their employees overtime service, carrying it at times into absolute cruelty. The employee, then, must either do as he is told to do, or resign. No law compels him to work for anybody, and in the last analysis the employer has the right to discharge him. There is, however, an unwritten and yet generally followed rule which compels employers of labor to pay for overtime work, but the majority of mercantile

houses do not usually allow anything extra for additional services, beyond an allowance for suppers.

No first-class business man, however, requires overtime work, except in an emergency, and does all that he can to ease the strain upon the employee. It is obvious that during rush seasons, the regular staff cannot perform its duties within the allotted time, and it is difficult to find additional help familiar with the work. Consequently, clerical workers are often required to remain after hours. But this condition does not prevail for more than a few days or weeks in the year.

You are, no matter what your position may be, primarily working for yourself, and fill a place of importance in connection with others. Although your dropping out would not materially affect the business, your absence would be felt. As a part of the business, self-interest requires you to render the best possible service if you would earn promotion, provided you do not work to your physical or mental detriment. If you are required to work overtime, do so cheerfully, if your strength will allow; and work as hard and faithfully when you are not paid for it as you do during regular hours. Many a man owes his advancement to his willingness to do everything that he can do, with or without pay, to make himself an important link in the chain of his business. You have not only specified

duties, but opportunity to accomplish more than what is required of you. This extra work counts as much in your favor as the faithful performance of your regular duties, and lifts you beyond the "clock-men" and automatic workers. The man who is afraid of doing too much, and is proportioning his work to the amount of pay he receives, never doing more nor less, will stay where he is, or be discharged, sooner or later. He will not rise from the ranks.

I am intimately acquainted with a large corporation, owned and controlled by honorable and generous men, who never intentionally overwork their employees. A while ago the lateness of the season, and other unavoidable conditions, produced an emergency. It was impossible to obtain additional help. To fill the orders it was necessary for every man to work overtime. The president of the company suggested, but did not order, that his men put in a few additional hours a day.

Most of them responded heartily, but two of them absented themselves. These two men were bright and ambitious, and their positions gave them unusual opportunity for advancement. They were not discharged, but they have not been promoted. During the regular hours they were faithful and painstaking, but they failed to realize their importance in an emergency. They left two large gaps which

could not be closed. Their action showed that they did not have more than an ordinary interest in the business; that they were unwilling to consider themselves as an integral part of the concern. This one action on their part will never be forgotten by the man who employs them, and it will take years for them to overcome their self-imposed handicap.

Remember that while you are in the ranks, you are in school; that you are receiving from your employer more than your salary. He presents you with opportunity, and is your inciter as well as your master. It is for you to get out of him all that you can, to use him to your advantage as he is using you to his. But you cannot accomplish anything, either for yourself or for him, unless, in getting all that you can out of him, you give him in return all that you have. The great principle of reciprocity is a part and parcel of success in every calling. Even pure selfishness demands that you give your best if you would receive a satisfactory return.

Work overtime if it is necessary and if it does not injure you to do so. But do not confine your overtime or extra work to the days of emergency, when you are asked to render an additional service. Voluntarily do the things which will be to your own and your employer's best advantage. Get in a little earlier, and stay a little later, if you can accom-

plish something by so doing, and if it works no injury to your body or your mind.

Feel that you are the business, and work as hard for your employer as you would work if you were the employer himself,—thinking of yourself and of him all of the time, working for both, not for either alone, remembering that as you conduct yourself in the ranks, so will you succeed when you rise above them.

In proportion to what you do as an employee will be the measure of your accomplishment as an employer.

CHAPTER XIV

WATCHING FOR PROSPECTS

IT is obvious that, while effective work and ability may help the worker to find his plane, little comes to us unless we keep a sharp lookout for it. The successful business man is busy and usually overworked. Whether he intends to be fair or not, he does not always have the time to follow the doings of his individual employees. And often a good man, deserving promotion, does not get it, because he does not directly or indirectly do anything which suggests to his employer that he is worthy of a better position, with a rise of salary.

Because there are more employees than employers, it is self-evident that the employer cannot take the same personal interest in each one of his employees as the employee should, for his own self-advancement, take in his employer. The employee has a better opportunity to estimate his own value, to foresee opportunity, than has the man who is usually harassed with business cares and overburdened with responsibilities. The employee in the ranks is closer to himself and his fellows than the employer is likely to be. While the employee has not the business right to dictate, and is not supposed

to have the developed judgment of those above him, he can anticipate opportunity; and when such opportunity actually exists, it is his duty, not only to prepare himself to fill a higher position, but to place himself in the way of it.

The employee who will not help himself, who will not express his ambition, is probably unworthy of promotion, for he lacks that initiative which is a vital part and parcel of making good, especially in a position higher than the one he now occupies. It is his duty to himself, and to his employer, to keep in touch with the work in his department, to become familiar with the duties of the higher position, and to develop himself in that direction. When he reaches this state, he is in a position to go to his employer, or to bring legitimate influence to bear upon him, which may result in promotion. He is in a position to know what is going on in his own department, and he can become familiar with conditions a step or two above him. He can know, and he should know, whether or not those immediately over him are giving satisfaction; whether or not his immediate commander is likely to receive promotion and leave an opening in his wake; whether or not the increase of business, or changes in business, will produce openings and opportunities.

He ascertains these things by close attention to business, by a consistent looking forward, that he

may obtain advance information and anticipate opportunity even before his employer does. He is then in a position to make effort for promotion, to bring his ability, and the work he does, more directly to the attention of those above him. He can size up competition, and discover whether or not he is more capable than those about him.

This does not necessitate a demand for more pay and a better position, because any demand upon the employer may not be acceptable to him, and the greatest discretion must be used. This subject is discussed in the chapter entitled "Asking for Increase."

Many an employer is unwilling to advance an employee, unless the employee has the business courage properly to advance his own interests and the ability properly to present his own qualifications. But it is absolutely essential that the employee should have himself well in hand, and be able to substantiate his claims. Little comes to us unless we make effort to get it, and a proper appreciation and knowledge of opportunity on the part of the employee make for advancement.

The employee, then, has two distinct things to do: first, to perfect himself for advancement; secondly, to discover opportunity for promotion. When he is sure of both, he is in a position to sell his services more favorably.

Usually, the man who does not know how to present himself is of little use in the business world, and one cannot properly market himself unless he is familiar, not only with what he can do, but with opportunities for doing it. It becomes his duty, therefore, to keep in close touch with his environment, that he may be able to discover opportunity for advancement. With this knowledge, he is far better able to gain his end than if he floats listlessly with the tide, doing his duty faithfully as he sees it, without attempting to see over the immediate horizon into the great wide world of opportunity.

CHAPTER XV

WHAT OTHERS ARE DOING

THE object of the chapter entitled "Learn Your Business" is to impress upon the reader the necessity of so doing, and show him how to obtain the required information.

In this chapter, I wish to dwell particularly upon the advantage of knowing what others in your line are doing, as well as of being familiar with the policy of your own house.

Practically everything sold is in duplicate or triplicate, or there are many selling the same thing at the same price. But each house, while keeping in the middle of the road of general principles, has special side-tracks and exclusive policies which are co-responsible for its success.

No two men work exactly alike, unless they are automatons. In connection with familiarizing yourself with the policy and goods of your own house, it would be well for you to become somewhat cognizant of those of other houses in your line. Quite likely another firm markets in a different way a certain line of goods which your house handles, and, perhaps, their policy is more progressive. At lunch, and at various places, you meet men connected with

other houses, and conversation with them will give you information of value.

Of course, neither you nor any other faithful employee will expose secrets, but comparatively few business policies are unknown. They are, at least, open secrets, and can be freely discussed. Without betraying any confidence, you can swap experiences with others, learn what others are doing, and obtain a broader view of business, and especially of your own business, than you can if you keep within the shell of your own house. Association with men of your kind furnishes the best means for the acquisition of knowledge.

Do not confine your information-seeking to the men of your house, but get information from the outside. Familiarize yourself with the policies of others as well as with those of your own house. Associate with others. Never betray a confidence, but talk over with them matters that are important, profitable, and proper. This knowledge of what others are doing will become a positive asset, and will do much toward placing you in the line of promotion.

CHAPTER XVI

ASKING FOR MORE WORK

A FRIEND of mine, a man of marked accomplishment and of commercial success, told me that he believed that his advance was due primarily to his initiative and to continually asking for more work to do. This principle he began to practice at the start, and today, although independent, he is constantly reaching out for additional responsibilities.

While an office boy or under-clerk, he not only did what he was told to do, and did it well, but he persistently kept at his employer, demanding more work to do. I think, however, that he went rather too far, because he overburdened himself, and overwork leads to disaster. It is not advisable that the full strenuosity of his policy be imitated by other than those of strong physique. But his guiding principle is right, and is one which is practiced by the majority of success-finders.

The average position allows one to loaf if he will. He may do his full duty and refuse to do more than is required, without necessarily losing his job. But the fellow who goes beyond his position, so to speak, who is ever anxious to do more, not

less, is usually recognized in the pay envelope. Unfortunately, the majority of employees are "clock-men," usually on time, and seldom ahead of time. They accomplish only what they are obliged to do, and a little less if they think that they will not be discovered. Sooner or later they will be rounded up, and the loafer and the shirker will remain at the bottom.

It is comparatively easy to follow a leader several steps behind him, and do only what is required; but it takes a man of grit, gumption, and character to push himself beyond his environment.

Never ask for more work to do until you have done your required work properly. Do not jump beyond your place until you have accumulated spring enough to leap beyond present responsibility. Do what you have to do with all your might, and then if you have the time, or can make the time, force yourself beyond your staked-out limits. Get beyond your prescribed duties; ask for more work to do, but never for more than you can do.

Nothing pleases an employer more than the expressed desire on the part of an employee to do more than his present position requires, to carry a load heavier than that put upon him. Asking for more work to do is *prima facie* evidence of ambition, and of the quality that wins.

No matter how subordinate your position may

be, there is something more for you to do somewhere, and you can find it if you look for it. This extra work, if well accomplished, means more than the mere faithful doing of your specified duty.

Promotion and more pay do not depend wholly upon the faithful accomplishment of your work, but upon an indication that you are suited for a higher grade of work. The evidence of this is in how well you have done your allotted duty, and in your earnest and expressed desire to accomplish more. Asking for more work to do, then, is really asking for more pay, and is one of the strongest arguments that you can present to your employer.

CHAPTER XVII

RESPECT YOUR EMPLOYER

PROBABLY more than fifty per cent of employees either despise the man they work for or regard him as their enemy. Because they are under him, they have opportunity to discover his shortcomings. And they make the most of them, as a rule, forgetting that to work for the average of other employers would be as distasteful to them. Because they are down, and the man over them is up, they feel that they are oppressed and do not receive their deserts.

Let us admit that a number, and perhaps a large one, of employers are either intentionally or unavoidably unfair. In many cases this lack of justice is due to conditions, and not to the men themselves. Competition is severe and cruel. Discipline must be maintained. An imperfect man, in the ranks or in command, is unable, even if he will, continually to deal out perfect justice for all.

The fact that it is necessary for you to have an employer may be taken as evidence that, for the time being, your employer is your superior and more entitled to your respect than you are to his. If you would succeed, if you would rise from the

ranks, you must respect the man above you, even though he may not be deserving. For the time being he is ahead of you, and you will never pass him, nor stand alongside of him, by antagonizing him, or by refusing to give him the respect which is due to him as your employer.

You will find, if you take the pains to hunt, that the man you work for, unless he is an exception, is not without good qualities. Think of his good points and forget his bad ones. Try to put yourself in his place, and then you may realize that you might appear to be as unfair as he does. But whether he is just or unjust, considerate or inconsiderate, you must look up to him as long as he is above you. Loyalty to, and respect for, your employer, are incumbent on you as duties. If his character and his methods are such that you cannot work in harmony under him, then make a change. But so long as you are with him, consider him your superior officer. Stand by him and with him, or leave him.

The better you fill your place, the sooner you will get a better.

CHAPTER XVIII

LOVE YOUR WORK

THERE are hundreds of thousands — yes, millions — of faithful workers, honest and reliable, who are like the horse in the treadmill — ever moving, never lagging, and yet their constant motion seldom carries them beyond the stretch of their harness. They do their work doggedly and persistently, but they would as lief do one thing as another, for they are only automatons, mechanical workers, of brawn, not of brain. They do not love their work. They are neither satisfied nor dissatisfied, neither happy nor sorrowful. They tread the treadmill from day to day, looking neither forward nor backward, passively content.

It is not absolutely necessary that one must love his work to succeed at it; but there is no doubt that love applied to labor dignifies it, glorifies it; love lubricates the whole human machine with the oil of exhilaration, and is one of the most potent factors of success in any calling, from boot-blacking to the railroad presidency.

You say that your work is degrading, that it does not appeal to your better self, and therefore you refuse to love it. If you are in this attitude, I

am afraid that you have no better self, for the best of us do not discriminate against the most menial labor, if it is the only work possible to obtain at the moment.

Yet no one ought to live in the pale clouds of morbid satisfaction, refusing to look out into the clear blue sky of opportunity; for the self-satisfied is self-handicapped. But no man ever reached higher than the lower levels who did not love what he had to do, and, by doing what he had to do, build the way to higher opportunity. If it is your duty to sweep the office, sweep it as intelligently and enthusiastically as you would command the business if you were at the head of it. Glorify the broom, and look upon the dust as an ally to success, so long as it is your business to wield the broom and your duty to sweep out the dust. Direct an envelope, and seal it, as though that work, menial though it is, were the highest accomplishment. Seal the envelope so securely, and stick on the stamp so evenly, that you may be known as the dean of sealers and stickers.

You cannot pass from a small stage on to a larger one until you have learned how to conduct yourself upon the smaller one. If you are a teamster, have the cleanest wagon on the street. If you are a hostler, so take care of your horses that they may be known as yours. If you are a bookkeeper, and

at the lowest desk, master that desk, if you would occupy a higher one, and love your subordinate desk with all your ambition, with all your energy, with all your might. Love for your work, in itself, will make the hardest road easier and the roughest field smoother. If you do not love your work, learn to love it. Learn to love it with all your might. Love it while it lasts, that you may the better love better work when it comes.

Whatever you are doing, be it high or low, is, if you are ambitious, but a stepping-stone to something higher. But if you despise or hate the nearer stones, you will never be in a position to walk upon the farther ones.

Be dissatisfied just so far as it will aid a laudable ambition, and will spur you to greater effort. The dissatisfaction born of ambition does not blanket the love which you should have for whatever you do, so long as it is your duty to do it.

Qualities of work are merely relative. What is higher, and what is lower, have never been defined with any degree of accuracy.

What you are doing, then, while you have to do it, is glorified work, is the highest grade of work, is the noblest work; and it is your duty to love it while it lasts. Throw your love and interest into the lowest grade of labor, and it will be low no longer; nor will it be disagreeable; for your inter-

est in it will dignify it, and give it a present importance which will largely take it out of drudgery.

Love of work robs it of most of its terrors and makes it a pleasure instead of a labor.

CHAPTER XIX

SELF-SATISFACTION

IN my mind's eye I picture "the old red schoolhouse" (but it was not painted red); and I recall the annual graduation day, when boys with shoes shined, and girls in uncomfortable skirts, were the targets for Old Almanack advice.

I shall never forget one man in particular, who resembled the immortal Lincoln in outward appearance only. Unlinking himself until he stood at his expanded height, and placing his left hand under his coat-tails, which were too long to be either ornamental or useful, he extended his right arm between the zenith and the earth, and, as the modern reporter would put it, he said, in part:

"Boys and girls, do not be conceited. Do not think you know it all. Be modest and unassuming, and look to your elders for advice and counsel."

Pretty good advice, this, if taken in general, and much better counsel for the days of yore than it would be in these strenuous times, when modesty does not seem to be a profitable business commodity, and self-abnegation is somewhat of a non-essential in trade.

Theoretically and ethically considered, modesty

is one of the cardinal virtues, and by and by it may have strong business value; but just now, when business-doing goes almost to the line of criminal strenuosity, and competition is usually cruel, and practiced without consideration or heart, pure modesty and self-abnegation do not have the place they deserve in the great world of trade.

In a book like this, black should be painted black, and white should be painted white; and it is my duty to picture things as they are, and not as I would have them. The casual reader may feel that I am advocating the exercise of self-conceit. I am not. But, fortunately or unfortunately, self-confidence — which seldom exists without self-conceit — is essential to anything more than mediocre success either in business or in the professions.

The modest man, and he who is retiring in disposition and action, had better keep off the firing line in business. I have associated with hundreds of generals and captains of industry, and I have yet to find a single man of large attainment, either in trade or in the pulpit, who was not self-confident, who did not have, at least, proper respect for himself, and whose self-confidence was unaccompanied by some self-conceit and over-reliance on his ability.

If we were thoroughly refined and perfectly balanced, we would use only the confidence which we

were entitled to, and our self-respect would not degenerate into self-conceit. But worried and harassed as we are, meeting competition on every side, we are not normal, and a lack of self-esteem would hinder our success in business. The man who thinks that he knows that he can do a thing is more likely to succeed, even if he overestimates his ability, than is he who undervalues his capacity. When a man is afraid of himself, he is afraid of everybody else. When a man does not expect to get a thing, he is not likely to get it. When a man goes out to try to accomplish something, and feels that he is not able to do it, the result corresponds with his inner feelings.

On the other hand, many a man, filled with self-confidence, and even with conceit, does what would to him seem impossible if he admitted the impossibility to himself. But ninety-nine per cent of the so-called impossible achievements are possible.

The principal difference between the successful and the mediocre seller of goods is that the former expects to succeed and the latter expects to fail. The same condition applies to every walk in life. The doctor who enters the sick-room feeling that the chances are against his patient, will not meet, as a rule, with the same success as would he who is optimistic of the result, at the same time realizing the difficulties.

I have never met a successful man who was not self-conceited, who did not feel that he, in his particular place, was the best man for the job; but in his imperfect condition he would not succeed if he rid himself of all of his conceit, for in doing so he would carry away with the bad much of the good. The man who is promoted, who has his pay raised, is almost invariably he who not only has the stuff in him, but who knows that he has it in him, and who has, as a rule, somewhat overestimated his ability. Business has no use for the man with conceit alone, nor will it tolerate one who has not self-respect; and as one cannot estimate himself with any great degree of correctness, he had better lean toward too much self-respect rather than not enough of it.

These remarks are contrary to the opinions of many men who have done nothing, and of some men who have done much. The man of failure is not likely to be self-respecting, and many a man of success advocates modesty and thinks that he practiced it, when the truth is that his success was somewhat due to self-confidence. This explanation is not offered in the way of apology; but because I feel that I am right, I want to right myself with the reader; so let me say that self-conceit, over-self-confidence, and brazen assurance, in themselves

and by themselves, are fatal to any kind of profit-making.

Pure and simple modesty theoretically should pay in business; and pure and simple conceit should ruin business. But so long as business is as business is, so long must men fight if they would retain their equilibrium; but emphatically do I say that success worth having does not require the use of questionable methods.

Self-conceit, bad as it is, is usually accompanied by self-respect and self-assurance, and it becomes, if I might put it that way, a sort of conveyance for the genuine article. It lifts the man over the hard places, it keeps him somewhat contented with himself, it makes him optimistic, and is commercially serviceable.

Go with me into any store and with me select the men of success, and you will find that as boys they received their first promotion, and their subsequent increases in pay, because they knew something, were worthy of advancement, and, further, because they had enough self-confidence and even self-conceit to act as pushers into success. Without this self-confidence — call it self-assurance or self-conceit, if you will — they would have remained, in most cases, in the ranks. But right here let me say emphatically that the display of self-confidence and self-

conceit usually results in failure. Self-conceited men of success, as a rule, suppress the outward appearance of their conceit. Their conceit becomes the spring of their energy, concealed within themselves, their unseen capital, which pushes them to the front; it makes them willing to take reasonable risks, keeps them unafraid, and gives them a starting force and a momentum which will carry them somewhere, even if into the ditch.

It is safe to say that one of the essentials of salary-raising is self-confidence, even though it frequently develops into self-conceit and self-assurance. Even when one is at the threshold of life, a mere office boy, he rises from that state not wholly because he is able to rise, but because he knows that he is able. And every step up the ladder is due both to push and to pull — the push of ability, and the pull of self-confidence.

CHAPTER XX

KEEPING BUSY

A MOTOR-BOAT owner hired an engineer. An accident to the machinery laid up the boat for a week or more. The engineer remained aboard, but had no specific duties, as the machine-shop men were engaged on contract to repair the engine. This engineer, who understood his trade, had opportunity to do many odd jobs and to keep the boat in presentable condition. The boat was untidy and the machinery dirty. Perhaps no particular good would have been done if he had washed down the decks daily, or had cleaned the machinery, or had swept the cabin, because the craft was out of commission. Because he was not ordered to do anything in particular he did not do it. The owner said nothing. Technically the engineer had not disobeyed any orders. Having nothing to do he did nothing. But when the owner sold his boat and purchased a larger one, another engineer presided at the throttle.

A man is not expected to neglect opportunity for legitimate rest, or to keep everlastingly in the turmoil of endeavor, for breathing and resting places are necessary. But *do not loaf; keep busy at some-*

thing most of the time; and if you have not specifically anything to do, hunt for something; it's there.

If you are a bookkeeper, for example, and you finish your day's work at three o'clock, do not loaf the rest of the day. Do some little odd jobs around the office. Get a little furniture polish and a rag, and rub out the scratches on your desk and especially on your employer's desk. If you are a locomotive fireman, and you are unexpectedly delayed for a couple of hours, why not repolish the machinery or do some other little thing, so that by-and-by folks will recognize your engine by its cleanness and the brilliancy of its working parts. If you are an elevator man, and your duty is limited to going up and coming down, and there is another man employed to clean the wickerwork of your elevator, you will stand well with your employer if you keep your elevator spick and span, provided there is time. Perhaps you are a billing clerk, and occasionally you finish your day's work an hour or two ahead of closing time. Do not loaf. Keep busy. Go over the old bills, hunting for mistakes, or looking up past-due accounts; or clean up your department, or do anything which stands for interest in your work.

No matter what you do, whether your position be high or low, there is always opportunity for clean-

ing up, and for adding those extra touches, which, in the aggregate, loom large.

Rest if you must, but do not loaf, for loafing is not resting. There is a superabundance of quiet at the bottom of the ocean of life. The trade winds of progress blow over the water higher up. The tranquil pool stays there. The running stream gets somewhere.

CHAPTER XXI

THE INDISPENSABLE

SELF-CONCEIT is a trickster, and fearful and wonderful are the results of its activity. Every sixth man whom you meet more or less sincerely believes himself to be indispensable, and that, if he should give up his present position, the man for whom he works would suffer irreparable loss. This feeling is not altogether worthy of condemnation, because a good opinion of oneself, if based upon reason, is a sort of business asset. Nevertheless, the indispensable man does not exist, never has existed, and probably never will.

While each of us has an individuality exclusively his own, and while we occupy places which others may not fill as we have filled them, this great big world of ours will continue to turn, and seed will be planted and harvested, and the mills of business will grind, when we are no longer connected with them. And probably none of these activities would have materially suffered if we had not been born.

The editor-in-chief of one of America's greatest newspapers had remained at his desk for thirty consecutive years without a vacation. Last spring his physician demanded a rest and a change for him.

He ordered him away. The editor refused, but at last the doctor's arguments were too much for him, and he agreed to take a week's respite. He felt that his absence might demoralize his staff, so he went away surreptitiously, telling no one about it, hoping that his departure would not be discovered until it was about time for him to return. He plunged into the woods, and kept himself away from his work for six days. Bright and early on the morning of his return he entered his office. "Good morning, Mr. Smith," said one of his assistants, and other members of the staff greeted him, but not one of them, directly or indirectly, referred to his absence. Everything was moving as before. It seemed as though he had not been away at all.

He felt rather piqued at no mention of his absence, and at last in desperation said to his managing editor, "How have you been getting along since I went away?"

The managing editor in silence took three or four puffs of his journalistic pipe, looked up to his chief with a smile, and exclaimed, "When in thunder did you go away?"

The editor-in-chief returned to his sanctum a better and a wiser man.

Do not imagine, young man, or man of any age, that the business with which you are connected, whether you are one of its owners or the lowest

clerk, is going to fail because you are removed or remove yourself from it. The hole that you leave will close up, and it will not be long before most of those who knew you will forget you. Get out of your head the notion that you are indispensable, that the business cannot run without you, and that your removal will cause dire disaster to it.

Not only must you recognize your ability and the importance of your position, but you must realize that you are only one of many, and that, while the world does not want to wag without you, it will keep on turning after you have stopped pulling your little string.

CHAPTER XXII

KEEP ON THE LINE

LONG ago I served with gun and sword in a school regiment, and there received a training and a discipline which never left me. Whatever one may think of the advisability of training boys for possible war, every fair-minded man must admit that the learning and practice of military tactics make for good behavior, and instill into one a sort of mechanical discipline, a readiness to obey, which may not be as easily imparted through any other modern system of education.

In the old days we did much out-of-door marching, and our work was not confined to the drill hall. I well recall the refreshing order, which, like a cooling breeze, floated down the line after a hard march on a dusty road:

"Halt! Order arms! In place — rest!"

Then I could do as I chose, if I kept one foot on the line. I could talk with my neighbor, laugh and joke with him, if I kept one foot on the line. I could stand up or sit down, I could bend over or stretch, if I kept one foot on the line. I could do anything that I wanted to, if I kept one foot on the line, so that when the Colonel commanded

"Attention!" I had only a part of myself to put into position, for one foot was always on the line.

The discipline of the soldier is a part of the discipline of life. Every successful man, with gun or sword, with shovel or pick, with pen or pencil, at home or on the road, is under the rule of just discipline and obeys the strict orders of directing judgment. Branch out with your arms if you will, and let one leg at a time try to step from the path; but never at any time allow yourself to be in a position which will necessitate complete retraction and great effort to get back to the line, when business or duty calls "Attention!"

Thousands of men and boys, by being unstationary, have had only stationary salaries. They ran from the middle of the road, or deserted the line of safety. They lost as rapidly as they gained. They remained brilliant, vacillating, unreliable, unsteady, undependable workers in the field of their livelihood-making.

True ambition, the kind that leads to more pay, is both cautious and progressive. It is both afraid and courageous. It does not refuse to leap in the daylight, but it never jumps in the dark. It recognizes the line of certainty, holds fast to it, and does not let go the life rope of conservatism until one hand has a firm grasp on something which will hold.

Many a young fellow has sacrificed his reputa-

tion by attempting to do something which he could not do, by the premature exercise of laudable ambition. He was restless in his subordinate harness. He would force a promotion, and carry a sword before he has mastered a gun. I would not still ambition, nor ask any one to hold back, for too much ambition and too rapid a pace are more likely to lead to success than the movement of the conservative snail. But the exercise of any ambition, of any desire to rise, which throws one ahead of himself, and allows him to dive unprepared into deep waters, means disaster.

The office boy, for example, is anxious to cut short his apprenticeship, to be something better right away. Without seeking to curb that desire, one might say to him, "Do not allow yourself to be tempted into doing something which you think is better, until you are prepared to do it with a reasonable certainty of success." Too rapid a raising of pay, and a premature promotion, frequently work the opposite of the intention. Many a young man has been set back by being set forward before he was ready to go forward. Getting more than you are worth is, in the end, worse than getting less than you are worth. While a man ought to strive to get what he is worth, he should carefully refrain from asking for anything which he is not competent to do. A little longer training in the elementary

school of business allows one the more quickly to master the difficulties besetting the higher position, when it comes.

Let the desire for more pay, for promotion, for larger responsibility, be ever present in your mind, provided it rests there calmly, and is not allowed to overagitate the brain cells, which must work normally if you would work effectively. The more ambition you have, the better; but if this ambition, this desire to rise before you are ready, overtaxes your mind, you are constantly handicapped and become old and worn out before you have passed the natural flush of youth.

Therefore, keep in the middle of the stream of safety, until experience has taught you how to branch off and to steer successfully between the rocks which line the channel. Do not let go the life line which has supported you until you are sure that you have the strength and experience to swim unaided.

CHAPTER XXIII

KEEPING COOL

NO matter how low your station may be, or whether you are in trade or profession, whether you are on shipboard or are a brakeman on the train, there will be times when you will be in the vortex of an emergency requiring instant action and the exercise of calmness or coolness. As an employee, you will hardly be expected to lead, to plan, or to dictate the way out; nevertheless, if you are to be of any material assistance, you will be in need of balance, calmness, coolness, especially if the man above you loses his head. In times of trial and emergency, while the discipline of business and of direction must prevail, the man in the ranks has more opportunity for special service than is likely to be given him while he is tranquilly treading the track of trade.

No one thing more impresses your employer with your value than your coolness under trial, your ability to meet emergencies without losing your head. While the responsibility of result rests upon your superior, it is obvious that, if you go about your work with calmness and deliberation, you will accomplish more; and the very appearance of your

coolness will impress itself upon the man above you, the man with you, and the man below you. In fact, coolness is one of the best advertisements you can have. Others may not be cool, and you by contrast stand in the limelight.

Most employers are overworked and nervous. The strenuosity of business-doing is opposed to outward calmness. As the responsibility is upon them, they have some excuse for agitation. At that time they are, consciously or unconsciously, looking for some one to lean upon, some one to help them in restoring their equilibrium.

Accidents are likely to occur, fires may break out, elevators fall, panics may be started, and there are times when it would seem that every man was to be for himself. Safety depends upon the cool-headed man, who may be at the top or the bottom of the business, who, when every one else is stampeding, can by his very calmness stop the panic, and perhaps prevent serious accident.

Many an employee owes his advancement to his coolness in some emergency, to his ability to stand firm while others were running, and to hold his fellows in check when the tension of business discipline had snapped.

These remarks do not refer only to physical accidents, to fires and panics, but to emergencies in general, including business turmoils; to occasions

when everybody is rushing; to times when many are attempting to do the impossible, and the office force is mentally upset. One cool head, even if upon the shoulders of a subordinate, may by example lower the temperature of the office.

Coolness depends, not only upon temperament, but upon a strong *desire* to remain calm under provocation. This desire is, in itself, helpful, and it can be supplemented by experience. If you would become profitable to your employer, court rather than shun opportunity for the exercise of coolness. Do not avoid getting into the emergencies of the business, provided you are not responsible for them. Stand ready, not only to do your duty, but to help others to do theirs. Minding your own business, when the whole office is upset and tremulous, is a mightly poor rule to follow. Folks who mind only their own business never rise. Not that you should interfere with the business of others; but that you should be prepared to assist every department when opportunity presents itself. Stick to your last, but while sticking to it, become familiar with the lasts of others, that you may be able to lend a helping hand when emergencies occur in departments outside of your own.

CHAPTER XXIV

MAKING IT EASIER FOR YOUR EMPLOYER

A RETIRED naval captain, in telling the interesting story of his life, dwelt entertainingly upon his midshipman days, when, as the lowest commissioned officer, he looked upon his commander as a demigod; envied him, and, in the ignorance of his youth, felt that the bulk of the work fell upon the shoulders of the crew and subordinate officers, the captain appearing to him to occupy the position of perpetual rest, with nothing to do save to wear the epaulets of glory.

As he went up the line, his attitude gradually changed, until, as commander of his vessel, he envied the midshipman and other subordinate officers, upon whom did not rest the full responsibilities of life and death, and of international complications. He discovered that the captain's berth was an uneasy bed to sleep upon.

This condition exists in business. The man on top, although he, like the naval commander, may apparently do as he pleases, carries a weighty load of responsibility, which, at times, makes him long to return to the ranks of employees. The con-

tinual breaking down of men of business, the prevalence of nervous prostration, speaks in no uncertain language of the pressure upon the leaders of any movement or business.

The employer is as dependent upon the employee as the employee is dependent upon the employer. Even the lowest workman in the shop, or the underclerk in the office, can find, if he will, an opportunity to make his employer's work easier, and he may share some of the responsibility with him. A cheerful face and a ready smile, which stand for willingness and ambition, help to change the atmosphere of the office and reach even the man at the head of it. A hearty "Good-morning!" often makes a rent in the clouds of trouble.

The employee who is ever anxious to help his employer, to assist him over the rough places, is pretty sure to receive recognition. Of course, he must not be obtrusive, and over-force himself into the notice of his employer. But he can, with smile, and voice, and action, show his desire to help, to be intimately connected with everything that takes place, be it easy or hard. The doing of a courtesy, a more careful dusting of the employer's desk, the filling of the inkstand, or the placing of a new pen in the penholder, and other little things, count mightily for promotion.

The appearance of a willingness to help, an

obvious desire to do things, will make the employer's life easier, and he will learn to lean upon the man who always has his shoulder ready to carry a part of the load. Few things contribute more to an increase of salary than radiating cheerfulness and an ever-present desire to do all that can be done to make the wheels of business turn with less friction.

Many a business man, worried to the breaking point, has held himself together because of the interest shown by an employee who swept the floor as though he and the floor were partners, and who knew enough to keep the air in the office neither too cold nor too hot.

Of course, your best intentions may not always be recognized; but if you work for a decent man (and most men are decent), sooner or later you will be appreciated, if you never neglect opportunity to make things easier for the man you work for, or to do your duty as faithfully and as enthusiastically as the man over you does his.

In the economy of business there is no thing so small as to be insignificant. For everything that is great is not great in itself, but is only a collection of little things, the small importance of each creating the great importance of the collective whole.

CHAPTER XXV

"KNOCKING"

NOT every "knocker" is a failure; but every failure is a "knocker." Dissatisfaction is self-creative, self-developed, and contagious. A reasonable amount of it, if based upon fact, may be an advantage; but constant dissatisfaction, or knocking, even when there appears to be some reason for it, is fatal to any kind of advancement.

About half, or even more, of employees of every station belong to the increasing army of knockers. They find fault with their employers, are at odds with their business, their duties, their condition, and their environment, and, like a gossip monger, they vent their dissatisfaction upon their fellows.

A young man obtains a situation in a store, for example. The knocker is ever present. Before the young man has been in the office a day, he is told that he has entered the wrong business, that the house he works for offers few prospects, that the proprietor-in-chief is prejudiced and unfair and takes no interest in his employees; that the managers below him persistently keep everybody down. He is advised to quit.

Every unfavorable condition is brought to his

attention, from the air in the office to the desk he works at. If he listens to this backbiting and knocking, he will ever remain stationary or descend, and will become a part of the great clan of knockers and kickers, whose knocks are never heard at the door of success, and whose kicks are like the boomerang, which returns to the one who throws it.

Let me assume, for the sake of argument, that the dissatisfaction which is prevalent in the office is justified by facts — that the proprietor is unfair, and that there is little chance of promotion. If all these things are so, knocking them will only injure the knocker and not the man aimed at. But it may be assumed that in the majority of cases conditions in that particular office are about the same as those existing in ninety per cent of other offices. The absolutely fair employer, and faultless conditions, do not exist anywhere.

It is absurd to expect absolute fairness in any business, or to find it practiced perpetually by either employer or employee. So long as competition exists the state of complete satisfaction is impossible. It is simply a question of whether or not you will make the best of things or the worst of them; whether or not you will accept what you cannot rectify, and do your best, or allow uncontrollable conditions to prevent you from doing

your duty. What you do is known, not only to your associates, but to those above you. Knocking always makes a noise, and the sound will reach your employer.

The question may be asked, "If knocking is so disastrous, why is the knocker employed?"

He would not be, if the employer could fill his place; but so long as the majority of men are knockers and belong to the dissatisfied class, it is obvious that some of them will be employed until there are enough decent men to supersede them. But the knocker knocks himself down and keeps himself down. He is at the bottom of the list, and is never promoted unless there is a dearth of good men above him.

If you would have your pay raised, if you would succeed, shun the knocker as you would shun the plague; for you cannot associate with him without becoming inoculated with his disease. If you doubt the truth of this, make a list of your fellow workmen, separate them into two classes, the knockers and the anti-knockers. Then analyze fairly the character of those who mind their business and who reduce fault-finding to the minimum; and when you have done so, estimate the quality of their opposites. The contrast is so great, so marked, that you will never again raise the question of values.

Work, and others will work for you; knock, and you will be knocked in return. Do your best, whatever your environment, and you may succeed. Yield to dissatisfaction and knocking, and your prospects are nil.

CHAPTER XXVI

DOING THE UNREQUIRED

WHAT is the use of talking about faithfulness when everybody, even the unfaithful, knows that unless the employee is loyal to his employer he cannot advance beyond the lower rounds of the ladder, and that he is not likely to receive any substantial rise in salary?

Every wage-earner does what he is told to do to some degree of satisfaction to his employer, or he loses his job. Comparatively few employers require or expect their employees to do more than they are told to do, and seldom ask them to accomplish the impossible. Occasionally the employee may be required to work overtime, and even to overwork; but that state of affairs is not likely to become chronic, for men who succeed as employers recognize the physical and mental limitations of their employees, and do not, as a rule, force their employees beyond their capabilities.

There are a few exceptions, and most of them are limited to the operator of the factory, the "boss" who works his men like cattle, getting all he can out of them in the shortest possible time, and running them out that he may pass in the fresher next.

But this condition wrongs legitimate business-doing, as well as humanity.

If you are working for a slave-driver, get away from him as soon as you can; for he will never offer you opportunity, and you will have to be of extraordinary ability if you would have your work recognized and a livable position offered you. You are expected to be faithful and to work conscientiously, and if you do you can expect a periodical and slight raise in salary. But if you would command recognition, it is necessary for you to be more than mechanically faithful or automatically conscientious. You must reach out beyond the required into the unrequired, do the things worth while — the things which you do not have to do — provided, of course, that you do nothing antagonistic to the interests of your employer.

For example, let us suppose that you are an office boy, and that you have been given a feather-duster to dust with, which simply scatters the dust. No one will find fault with you if you stick to the feather-duster, and dust as you have been told to dust; but if you, of your own volition, use a dust-cloth, and shake it out of the window, removing the dust as well as dusting, the appearance of the office will be cleaner and the air healthier, and somebody is going to notice the difference. Dusting is a little thing, but little things count.

You are scheduled to arrive at the office at, say, eight o'clock. If you get there a few minutes earlier, you may be in a position to render a signal service to your employer, to do something which you could not do if you arrived at the prescribed hour. It is a pretty dull employer who will not notice this action on your part. It pleases him, although he may not say anything about it for some time.

Perhaps it is your duty to deposit the mail. It would take you five minutes longer to deliver it at the post office instead of at a street letter-box. Mail delivered at the post office is likely to go out earlier than that deposited in a street box. Why not contribute the extra five minutes to the direct benefit of your business and to your own indirect advantage?

Perhaps sticking stamps on envelopes is for you to do, and very likely no fault will be found with you if some are put on upside down or a little askew. It takes a little longer to do it correctly, but sooner or later your right way of doing this will be discovered.

Perhaps you are a stenographer, and the man you work for may not know how to spell; but ten to one he can locate bad spelling, even if he cannot correct it. You have not been ordered to search the dictionary, but do it just the same, unless you

are sure of your words. The same care should be taken with your grammar and general construction.

Perhaps you are a doorkeeper, and it is your duty to meet the customer and the public. You have not been ordered to furnish any specific amount of politeness, and your employer would probably not find any fault with you if you met people with yea-and-nay courtesy. But let it be known that one of your specialties is politeness, that you give a good impression to the stranger, and somebody sometime will tell your employer about you; and if he is the right kind of man, he will make a mental memorandum of it, and the result is likely to appear in the pay envelope.

Perhaps you are in charge of the telephone exchange in your office, all calls being made and received by you. Here you have an opportunity to impress your personality upon every one you work for and upon most of those who do business with your firm. Practice politeness. Never turn a call down in a gruff way. Carry an assortment of well-worded apologies for use when the party called for is out or you cannot give the information desired. And besides, post yourself in your business so as to be able to give an intelligent answer, even when you are not required to do so.

This posting oneself about one's business leads more surely, perhaps, to salary-raising than any-

thing else except the direct exercise of business ability. Comparatively few employers will demand that you go beyond what you come in contact with, for the sake of obtaining information. They place you in a position, demand that you become familiar with the duties of your department, and appear to be satisfied if you go no further. It is for you, not for them, to say how much you shall learn about the business. You can hold your position, and receive periodical rises of salary, if you master what is set before you and are familiar with the conditions under which you work. You are not supposed to know much of anything beyond your immediate department, until you are promoted out of it.

If you are, say, a shipping clerk, and you thoroughly understand the shipping part of the business, you may be promoted in that department, or your faithfulness and interest may carry you into another; only, this promotion will come slowly. But if, on the other hand, you, so far as you can, familiarize yourself with other departments of the business, gaining the information by asking questions, by reading, and by study, somebody sometime will discover that you know more than you have been told to learn, that you have done what you have not been ordered to do, and your rise may be rapid.

Let us suppose, for example, that you are occupying a subordinate position in a wholesale cotton house. You are required to know qualities and prices of cotton, to talk understandingly, to present your goods to advantage. Well and good. To do less than this means failure. To do more than this means more pay. Why not learn cotton from the cotton seed up? Why not be familiar with the growing of cotton as well as with the selling of it? Why not become a cotton expert, familiar with all the details of the cotton business, even from the planting of the cotton seed?

Go still farther along the line of unrequired knowledge. Be not only familiar with the policy of the house you work for, but know about the policies practiced by your competitors. Perhaps it may be impossible to get all the information that you seek, but persistency on your part, and special inquiry, will enable you to discover part of what the other fellow is doing. Obtaining this information will not take you away from your business, or interfere with time for proper diversion. If you are on the alert for information, information will at times seem to come to you. You must talk anyway. Why not talk business part of the time? And you cannot talk it unless you talk to somebody. But nobody will let you do all the talking. The other fellow has got to talk back. There is your

opportunity for information, provided you talk to somebody who knows something which you do not know, or who knows some things better than you know them.

All this you are not required to do, and for that very reason, to say nothing of the intrinsic value of the knowledge, you are placed upon the promotion list.

I am not asking you to dictate to your employer, to make a specialty of locating his mistakes and throwing them at him; because he would consider that impertinent. But do not be afraid to present a new idea to the man you serve, provided you have worked out that idea and are able to stand back of it.

No business man of success refuses to listen to an employee, whether it be the head salesman, the chief bookkeeper, or the office boy, if he has something to say and knows why he says it.

If you are a bookkeeper, and are convinced, after thorough investigation, that there is another method better than the one used by your firm, present that new method modestly but effectively to the man above you. Even if it provokes him, he will think more of you afterward, for it shows that you are interested. But do not make a suggestion until you are pretty firmly convinced that the new idea is better than the old one. And when you present

anything, have your reasons well thought out, and express them so that they will be understood.

Always be on the lookout for so-called "tips," which may bring business to your concern.

There was a young man who was ambitious to be a salesman, but who, while in the stock-room reached out for every kind of information which would bring grist to his employer's mill. He ascertained that a certain buyer appeared to be proof against all efforts on the part of any salesman connected with his house, that this buyer would refuse to see its representatives if they called. He further discovered that the buyer was not prejudiced against his house, but that he was honestly committed to a rival; and further, that this buyer did not believe that a change would be worth while even for a part of the business.

Not wholly by accident, because profitable accidents do not occur to those who are looking for them, he found that the buyer was to take a certain train to go to a certain place. He gave this information to the junior partner, who had charge of the sales department. This partner boarded the same train, got acquainted with the buyer, and, although he did not sell him goods on that trip, large and permanent orders were the result. The junior partner naturally, and from selfish motives, appreciated the source of that profitable tip. The

young man was doing something which he had not been told to do, and the firm raised his pay without being asked to do it.

I know of another young man, a mere office boy, whose success in life was due to the fact that he watched the thermometer and kept the counting-room at a comfortable temperature — something which he had not been told to do.

There was another young man who made it a point to keep a list of callers, and he always had their names and addresses correctly written; and, further, he recorded when they came and how long they stayed. He had a book of information that in this particular case turned out to be worth thousands of dollars to his employer. His pay was raised.

Another young man watched the newspapers, and, without being told to do so, frequently laid a valuable clipping upon his employer's desk. When the annual pay-raising day came, his increase was proportionately bigger than that of any one else.

Right here I can hear a thousand, yes, ten thousand, young men saying that they have no opportunity to do these extra things, the things which they are not told to do, that their work is routine, all of it prescribed for them, and that to do the work ordered properly would give them no time for anything else. Perhaps one-hundredth of one

per cent of these thousands of young men are telling the truth; the rest are not.

There is opportunity in the very air we breathe. There is some size of a chance in the wielding of a broom or in the filling of an inkstand. Ever-present Opportunity, generous though she is, positively refuses to force herself upon anybody, to offer to do anything for anybody, unless that somebody makes the first advance. Opportunity is stingy only in her refusal to take the initiative, but always generous to those who introduce themselves to her, and seek her favor.

There are few if any places, from the pit of the factory to the dome of the countingroom, from the track-walker to the financial head of the railroad, from the doorman to the presiding officer, so safeguarded, so tight-wadded, that Opportunity cannot squeeze through. The trouble with ninety-nine and nine-tenths per cent of failures is that they are unwilling to make the effort, that they wait and loaf, or wait without loafing, that they do only what they are told to do, and are satisfied.

The fellow with the least excuse for success invariably offers the most excuses for not reaching it.

That is a strong statement, but I hold to it, realizing that there are unfortunates who do their best, and never seem to arrive anywhere. Scat-

tered all over this country and all over the world, are men and women of ability and ambition and with a willingness to sacrifice themselves upon the altar of success; and yet, although they carry a lantern at night and walk in the middle of the road by day, they never pass Opportunity, because Opportunity seems to shun them. But these people are exceptions.

The great majority of people who are willing to do something that they do not have to do, will get somewhere sometime, and ever so much farther than they would have gone had they persisted in following the mere chalk line of duty and in living wholly within the circle of command.

CHAPTER XXVII

CONCENTRATION

THE versatile man is popular at his club, and society gives him a hearty welcome, for he is a good entertainer, is a sort of gap-filler, and can be depended upon to do what better men either cannot or will not do. But he never amounts to much, for, while what he does is seldom poorly done, little that he does is worth doing. He is a sort of generality, without any particular bent or usefulness. He is like the gentle breeze which is pleasant to receive, but not strong enough to propel the ship.

He lacks the great fundamental element of success-making, concentration. Today, he thinks of one thing, and throws his animated being into it; but before he is half-way to accomplishment he switches off, and breaks down before he reaches the goal.

If he starts as an office boy, for a few days he is the best office boy his employer ever had. But inside of a week, or a month at the longest, something else is uppermost in his mind, and he sweeps the middle of the room, fails to dust the corners, or to finish any job. He knows a little of everything,

but he does not know much of anything. All that is in him comes to the surface and works itself to the breaking point; then he rests, and starts in again, but never arrives.

Thousands of brilliant lawyers have lost their second and subsequent cases, because they did not concentrate upon any case except the first one. As many ministers preach to the wide, wide world, and forget to tell their parishioners to plant if they would harvest. Then can talk brilliantly and entertainingly upon everything, especially upon the things which are not worth while. They rush by the principles of practical religion, and flounder about in the shoreless sea of theology, splashing but never advancing. They lack the power of concentration. Many a man of business attempts to become familiar with all business. He would be the best buyer and the best salesman. He interferes with the manufacturer's side of his business. He starts in as a trade know-all, and comes out as a business know-nothing. He does not concentrate.

If you would earn promotion, if you would create a reason for more pay and a better position, learn to do well what you have to do, and what you can do, and do not try to accomplish what you are mentally and physically incapable of doing. Be known as the best doer of some one thing, or of a few things. Be an expert in something. Concen-

trate your energy upon the work laid down for you to do, and do it so well that you pass beyond criticism.

Do not think I am advising you against reaching out beyond your station and attempting to climb above your present position. But get hold of what you are doing, no matter what it is, and master it — even if it be only the sweeping out of the office — before you allow yourself to reach out into the beyond. Proper concentration is absolutely essential to promotion. Versatility is a deadly enemy to other than social progress.

Whatever you do, while you are doing it, is the most important thing on earth for you to do. Concentrate your whole mind upon it. Master it. You will never be worthy of more pay unless the little thing that you start in to do is done so well, and so surely stands for you, that the man whom you work for feels justified in promoting you. Do not scatter your thoughts or your energies; concentrate.

CHAPTER XXVIII

EXTRAVAGANCE

BARRING dissipation and the lack of ability, I am inclined to think that there is no one thing which stands so strongly and solidly against every kind of promotion and accomplishment as extravagance. If you live beyond your income, practically everybody knows it and despises you. Extravagance is the enemy of progress, except downwards. If it does not kill, it maims. It is fatal to every kind of advancement. Even the spendthrift has no respect for his kind, and the extravagantly-living employer has no confidence in the improvident employee.

The world reckons what a man is "worth" by his possessions. There is no credential worth more in trade, and in all good society, than the evidence of saving — not overaccumulation, but reasonable thrift. These remarks do not refer to the unfortunate, who must live up to their incomes or not live at all; but to average middle-class people, who can save if they will.

The possession of a savings-bank book, with a moderate initial deposit and frequent and continuous deposits of even the smallest sums, is taken

by every sensible employer as evidence of faithfulness and ability. The man who can save, and does save, has something good in him, even though he may possess few other good qualities. Knowing how to take care of your own money shows conclusively that you are able to take care of other people's money.

It would be easy to cite dozens of examples of men who owe their increase of pay, and their success, largely to the fact that they saved a proportionate part of their income. And I have seen many instances of men who were refused advancement, competent workers otherwise, because they could save and did not. For example: Two young men apply for a rise of salary. Apparently they have equal ability, and they are drawing the same pay. One tells his employer that he has saved a certain amount; the other cannot make any statement regarding his savings. The chances are ninety-nine out of a hundred that the saving employee will get a larger rise of pay than will be given to the improvident, even though the latter may possess greater ability; for ability uncontrolled does not have the highest market value.

It is not the amount that you save which counts. It is its significance in comparison with your opportunity to accumulate. I am asking no one to be a miser, or to go without the necessaries of life. But

I am simply saying to you, my reader, that if you can save, and do save, your savings are one of the largest assets in your favor; and that if you can save, and do not save, you are handicapped all your life. The provident employee may not rise in life; but the spendthrift is either absolutely sure of not receiving promotion, or, if he does, he is not likely to hold his place or to have real responsibilities placed upon him.

Save, save all that you can; first, because it is your duty to do so, your duty to yourself and to those dependent upon you; secondly, because in no other way can you be protected against emergency and disaster; thirdly, because your savings have a value beyond the sum accumulated. For if you have put away a fair proportion of your income, you have something which will be an ever-present certificate of wisdom, judgment, and the ability to assume responsibility.

CHAPTER XXIX

AMBITION

IF you possess concentrated ability and faithfulness, and have not ambition, you will generate as little heat as would the disconnected gas stove. Ability, by itself, and all the education possible for you to hold, are worth practically nothing without ambition; and even faithfulness, by itself alone, is no better than a wagon without a horse. Ambition is the propelling power which markets ability. Without it you will crawl, not run, through life. Some of us are too ambitious, but better have too much of it than too little. Every man of more than ordinary success would not have reached his position without ambition. If you do not have it, get it. But how? That is a question which you must ask and answer yourself. All that I can say to you is, that the only way to get ambition is to want it with all your heart. The very desire on your part is the key that unlocks the gate of "Get-there." The more you want it, the more you will obtain of it.

The unambitious man sits out the dance of life. Because he does not want a partner badly enough to ask for one, no partner comes to him. The

ambitious man is in the middle of the floor, keeping time with the marching music of events.

The unambitious man is in the commissary's tent, passing out food and washing dishes; the ambitious man is on the firing line.

Better die from a live bullet, than live a living death.

Ambition may force you into danger, may be responsible for many of your mistakes, may drive you into bankruptcy; but better be an active failure than remain in stagnant permanency. Ambition makes you do something, and if you fail there, the very element which brought on failure is likely to show you how to use each failure as a stepping-stone to better things.

The rushing, whirling, ambitious stream may overflow its banks and spread devastation on both sides of it. But it is doing something, turning a thousand mill wheels; while the stagnant pool, which never moves or changes, either is harmless or spreads contagion.

Better swim, and occasionally hit a rock, than float out with the tide, and come back when the tide turns.

Better be a little wheel that is turning, than a big wheel that is standing still.

CHAPTER XXX

INVESTIGATING THE CHARACTER OF YOUR FIRM

BEFORE applying for any position, and certainly before accepting it, investigate the standing of the house, not only its financial strength, but its reputation for integrity.

Two conditions contribute to your promotion: first, your ability and what you do with it; secondly, the character of the house for which you work — not only its financial strength, but its reputation for fair dealing and for giving opportunity.

It may not be politic for you to address your inquiries directly to the firm itself, because your employer might resent such procedure, although the majority of first-class men encourage investigation. You can in a quiet way, by yourself or through friends, obtain a fairly good idea of what the firm is and what it is likely to offer you if you make good. If the firm stands well everywhere, the trade knows the fact. If it treats its employees as it should, the men with it, and in other similar lines, are in a position to advise you. If it is finan-

cially weak, you had better keep away from it; and if it has a hard reputation in the trade, it is not likely to offer you much opportunity for advancement.

Remember, however, that even the best houses, financially strong and of the highest integrity, are talked against by some of their employees, particularly those who are lazy and indifferent; and that some competitors are unbusinesslike enough to slander others in their line. It will be utterly impossible for you to find any concern, large or small, with a completely clean record if you form your judgment upon everything that is said against it.

Do not depend upon what you hear from any one man, whether he be connected with the firm or not. You may come in contact with a so-called "sore-head"—one who places the blame for his shortcomings upon the house that he works for, and who throws the responsibility of his failure, not only upon his employer, but upon the business in general. If you cannot discover any one who speaks well of the house, you had better keep away from it.

You have as much right to investigate the character of your employer as he has to investigate yours; in fact, you have a greater right, because the opportunities he offers, and his standing, are more vital to you than your services will be to him. But

make this investigation in a quiet way, through friends, resting assured that this investigation, if thorough, will give you the whole or most of the truth about the house.

CHAPTER XXXI

DISSIPATION

THIS chapter is not a sermon on temperance or on prohibition, or a discussion of the moral side of either, but some observations on these matters from the viewpoint of cold-blooded business and hard-shell policy.

It is true that some moderate drinkers, and even some who drink to excess, seem to succeed in business. It is also true that many men of strict temperance, who have avoided all bad habits and have lived perfectly moral lives, are unsuccessful; that is, they do not rise above the front rank of subordinates. But it is self-evident that bad habits never help a man to anything worth while, and that no one ever failed because he lived properly.

It is difficult to draw a line between moderation and excess, to say just what one should do and should not do. Take the drinking habit, for example. If one would take liquor or stimulants in proper moderation — assuming that there is such a thing as proper moderation — it might do him no harm in itself, but not one person in ten thousand has either the moral or the physical stamina to play with evil and maintain his equilibrium. One

is safe if he does not indulge; he is in danger if he does.

While alcohol has its place, both in commerce and as a medicine, while its complete prohibition might work injury, the drinking of alcoholic stimulants as a beverage leads to dissipation, and while it may not ruin every one, it never added to any man's efficiency. If it does not do harm in every case, it never does good in any case.

The drinking habit is extravagant in itself, and leads to further extravagance. It is wrong pecuniarily, as well as morally. Practically nothing worth while was ever done in this world under the influence of a stimulant, except in acute emergencies. Daily drinking, or even occasional nips, are demoralizing and work for direct injury. Comparatively few employers approve of drinking or of any other form of dissipation, and distrust the employee who indulges in them.

Many a brilliant man has been kept back by, or owes his downfall to, liquor. Let us assume, for argument's sake, that you can with impunity drink a glass of beer or a glass of wine every day. Let us go farther, and assume that it is good for you. The fact that you indulge will work against you in any position that you may occupy. Men of mark take little stock in any one who works with a stimulated brain or a stimulated body. They want

you as Nature made you, unaided or uninjured by alcohol. No navigator will hold his job if he drinks while on duty, and it is better for him, from a purely politic standpoint, to let liquor alone while on shore. Even the drinking employer refuses to tolerate the drinking employee.

Drinking is, however, only one form of dissipation. I am not condemning coffee, or tea, or other things that we drink and eat. But one can injure himself as much with too much coffee as with too much liquor. And one might as well be a drunkard as a glutton.

Do not imagine, my dear friend, that you are temperate because you never touch alcohol, if you eat the food that is not fit for you, stay up nights, and use your off-time to the detriment of your body and mind. I am not asking you to keep away from the theater or from other places of amusement; they all contribute toward the rounding-out of manhood, and give diversion and rest, things that are necessary to all of us. But too much theater-going will stand between you and promotion. There is no better sport than baseball. But the baseball fanatic is a failure, except as a cheerer on the bleachers. Admire baseball if you will, and all the other sports, and participate in them if you are able; but if any sport, no matter how good, occupies the top place in your mind, you are

unfitted for business. A little baseball will do you good; an occasional visit to the theater will help you; but if the ball ground or the stage is more interesting to you than your business or other duties, you are placing a rock in the way of your progress.

Let us for the moment leave the moral side out of the discussion altogether, and let us even allow that some forms of dissipation are not detrimental to your physical well-being. The very attention that you give to them, the time occupied by indulging in them, will stand in the way of your advancement, will prejudice your employer against you, and you never will receive what you would if you let them alone. Of course, you must have some diversion and recreation if you would live well and rightly and accomplish your end. But any form of even the best amusement, or any form of dissipation, will oppose your progress, if you place it ahead of your duty. Mere policy demands that you keep your body well and your mind clear, if you would succeed. Thousands of men have been kept down because of dissipation; because they made a business and not a recreation of their pastimes; because they placed the ball field and the bar ahead of their work.

No form of diversion is worth while unless it not only gives transient pleasure and rest, but fortifies

you for stronger and better things. And no form of dissipation ever contributed one jot to a worker's productive power.

Alcohol, like fire, is a commodity; but he who plays with either will be burned. The mere contact with questionable things works for injury.

CHAPTER XXXII

EXECUTIVE ABILITY

DOING a thing, and doing it well, and implicitly following directions count at the start and all along the line, and lead to promotion. But no one ever reaches high-water mark who follows his leader automatically and without the exercise of self-direction. Men of distinction in every walk in life have arrived at their destination because they not only did what they were told to do, but took the initiative, directed themselves, though they were directed. They had what is commercially known as executive ability, as well as the mere power to do work. The directed man, however faithfully he may perform his duties, is little more than a machine, and is often replaced by machinery.

It is very easy to obtain workers, and even skillful ones. It is extremely difficult to secure executives. For this reason there are more clerical workers and hand workers than there are men fitted to be managers. Almost any one can fairly well perform that which he is taught to do, and if he is faithful at the bench he is not likely to be removed. But he never will meet promotion, except to a

limited extent, unless he goes beyond the mere doing of things by directing the doing of them.

The captain of a transatlantic liner may remain on the bridge or entertain the passengers on deck. He eats in the cabin, and has a suite of rooms for his own use. He does not black his own boots, or brush his own clothes. But upon him rests the safety of the vessel, and the lives of all on board. He, above everybody else, is responsible. He is there not to work, but to direct. This same principle applies to the captains of industry. They command rather than labor. But their work is the hardest of all. Mere physical exertion tires only the body; the carrying of responsibility overburdens the mind.

Some men were born to lead, but more were born to follow. Some men cannot — try as they will — be other than automatic workers; and many a man who can, does not, because he will not. In the lowest ranks of the workers are men who could rise from the ranks, if they would but exert themselves. Do not admit that you cannot direct until you have proved your inability. Strive with all your might to manage yourself to your advantage. Get more out of yourself. So regulate your time, and your work, that even the labor of your hands will show an increased result, because the application of your mind taught your hand more efficiency.

Be not afraid to take the initiative whenever you have fair opportunity. Better take the initiative, and blunder occasionally, than not take it at all. Business, to some extent, is a game of chance, and he who will not take reasonable risks never wins. Do not act blindly, even in the details of your work. Do not put a letter into a box without knowing why it should go into that box instead of into another one. If you are a billing clerk, for example, understand the theory as well as the practice of the system you use, and use a better one if you can, subject to your employer's approval.

If you are a correspondence clerk, become familiar with the departure of the mails, and see that the letters to distant destinations are written first. Learn to discriminate, to do the important things first, and then to grade down and not up. You have just so much work to do, a specified amount laid out for you. Do not execute it as it comes, but select the things of the most importance, and do them first, getting them out of the way. Your employer may ask you to direct envelopes to people in every State in the Union. Direct the distant ones first, and mail them first.

Your employer tells you to telephone a certain party. Do not do it automatically, but try to realize what this call means to your employer, and

act as if for yourself. It is obvious that at times you could not finish the work on your desk though you should stay all night. Bring your intelligence to bear upon the pile, and do the things which cannot be left over, instead of taking them as they come.

As an employee, begin to direct yourself as you will direct your employees when you become an employer. Economize your time. Be systematic. But do not have a system so rigid and brittle that it will break if you take an exception to it. System must be maintained, but the mere adherence to a written law is in itself worth little and may work for disaster. System has its value only when directed by intelligence. You must furnish this intelligence, or some one will do it for you. If another supplies it, then you are a mere automaton. If you do it yourself, then you are both a manager and a worker.

No matter how low your position may be, you need not be wholly an employee, for you can have a dual existence,— as a worker, and as a manager of yourself the worker.

CHAPTER XXXIII

ONE OF MANY

ONE morning, while I was dictating to a stenographer, a young man connected with the building knocked at my door. My opinion of him was favorable, for I had found him courteous, accommodating, and willing to lend a hand whenever there was any rough work to be done. I considered him above the average of men holding subordinate positions. He entered the office, and his cheery voice said, "Excuse me, Mr. Fowler, but may I wash your windows?"

His entrance at that moment rather irritated me, and I replied somewhat sharply, "Can't you wait for an hour or so, when I will be through dictating?"

"I am afraid I can't," he replied, very politely, "for I am washing the office windows in order, taking one room after the other, so I can't promise to come back soon, if I skip your room."

Now, as a matter of fact, he could have passed on to the next office and to a few more, returning to mine in an hour, without the loss of more than fifteen seconds of time. There was absolutely no reason why he should wash the windows in order

of offices. It was simply necessary for him to remember that he had not washed the windows in Room 73, and, further, that he must return to that room in approximately an hour. Remembering to do so would not have overtaxed his mind. But no. He had always washed the windows beginning with Room Number 1 and running upwards, never allowing himself to skip any number, however much he would have accommodated the tenants had he done so.

Now, he did not refuse to do me this favor through unwillingness to be accommodating. He is really the personification of willingness to accommodate. Doubtless he would have gladly wasted an hour to help me. But he had become a routine man, and he allowed himself to work automatically, without thinking, yet always faithful.

This man simply did what he was told to do, in the way it was done by his predecessor. He brought muscle, not thought, to his work. He is prepossessing in appearance, a careful worker, faithful, honest, of cheery disposition, the kind of fellow that you like to have around you. But he lacks one great essential of success-making,— the ability to use his mind as well as his hands, to reason as well as to labor, to adapt his work to conditions, not to require conditions to meet his work.

There are thousands like him, who wonder why it is that they do not rise from the ranks, and who plod along day in and day out, overfreighted with conventional, automatic faithfulness, yet carrying no perceptible intellectual cargo.

They are not ignorant, for they have listened to many a lecture, and read many a book or newspaper article advocating activity of mind in conjunction with labor of body. Eyes they have, but they do not see over the horizon of their own shadow. Ears they have, but they translate only the sounds of the conventional machinery of every day. And they go on, dissatisfied, complaining of others, blaming the world for letting others succeed, and refusing to realize that their world is as wide open as is the world of others.

CHAPTER XXXIV

ABSENT-TREATMENT SCHOOLS

THE inability or unwillingness of the public or private school, a quarter of a century ago, to meet the strenuous requirements of the day, and to teach the application of education, is responsible for the inauguration, and almost instantaneous success, of two distinct types of educational propaganda,—the technical, trade, and business school, where the pupils enjoy the privileges of both textbook and classroom; and the so-called correspondence school, where the member seldom meets any one connected with the institution, except, perhaps, its solicitor.

The parents of the correspondence school were undoubtedly the Chautauqua and other correspondence courses in literature, which by mail brought the best reading to thousands of people, who, on account of their isolated residence, would have found it difficult to obtain and maintain contact with directing minds. These organizations were established and managed by literary men and women of high-grade character and reputation, and, although undoubtedly they do not perfectly fulfill the intention, they furnish a form of educa-

tion and reading of unquestionable benefit to their members.

The comparative ease of handling a correspondence proposition, with the enormous profits accruing, suggested the commercialization of what is called the correspondence school or college, which claims to teach almost innumerable subjects wholly by mail. Exact statistics are impossible, but probably about ten million persons have been subscribers to correspondence-school courses.

Although I feel that the benefits obtainable from the correspondence schools have been greatly exaggerated, and although I believe that it is practically impossible to teach many of the subjects in their curriculums, yet I am not prepared to state that some of the schools do not render efficient service, particularly when the subjects claimed to be taught are not overtechnical or difficult. It is obvious that bookkeeping, stenography, and a few other subjects can be imparted through the medium of correspondence exclusively. But whether or not the same or better results could be obtained by the help of a textbook and occasional conferences with a bookkeeper or stenographer, is a question which I believe would be answered in the affirmative, and that the information could be obtained at much less cost.

Let us suppose, for example, that a young man

residing at the crossroads, where no bookkeeper is available, desires to learn the art of bookkeeping, and that a correspondence course will cost him from twenty-five dollars to fifty dollars. Before connecting himself with a correspondence school, I would suggest that he write to some bookkeeper of his acquaintance, or to the head bookkeeper of a large and successful concern, asking the receiver to recommend one or more good textbooks on bookkeeping.

He should then make an arrangement with some good bookkeeper in a near-by town to give him a short interview every week or month, in order that he may be assisted in the application of what is taught in the book. Unless this available bookkeeper is at a distance, the railroad fare, and the nominal charge which the bookkeeper would make, would probably amount to less than the price charged by the correspondence school, and I think that the result would be more profitable.

But if this personal contact is impossible, a course in the correspondence school might be advisable. But I believe that it is impossible to give more than a confusing idea of any business, trade, or scientific subject by mail; and that the majority of correspondence courses are not worth what is charged for them; in fact, I feel that a proportion of the correspondence courses, particularly those

which profess to teach subjects difficult to impart even with personal contact, are likely to injure the pupil, to beget in him the empty pride of the half educated, and a feeling of dissatisfaction with his present position.

The correspondence course has been likened to a dollar textbook cut up into a dozen or more pieces, copied, and sent by mail in sections, with formal instructions and examination papers.

The success of the correspondence school is due largely to the enormous number of its pupils, and it would seem to me to be practically impossible to give the members more than a limited amount of that personal attention which is, I believe, of the utmost importance in imparting knowledge of any kind.

Many of the correspondence schools throw the burden of their advertisements into promises of salary-raising, advertising that, if a person receives only a certain sum a week, a correspondence course will double, or triple, or quadruple his salary.

The advertising of the average correspondence school is written by the most skillful experts, is apparently convincing, and its arguments appear to the average mind to be unimpeachable. Running through the current issue of magazines and newspapers I find correspondence schools claiming to teach the art, science, and practice of account-

ing (both public and cost), advertisement-writing and the duties of an advertising man, agriculture, architecture, assaying, auditing, the automobile business (every department, from chauffeuring to the repairing and building of the automobile), blacksmithing, bookkeeping, business management, building construction, chemistry, civil-service duties of every kind, concrete construction, designing (industrial), drafting (architectural and mechanical), drawing (commercial), dressmaking, electric light and power superintendence, engineering (civil, electrical, gas, locomotive, mechanical, reclamation, sanitary, stationary, steam, structural, telephone), etching (photo), farming (poultry), foundry work, illustrating (artistic and commercial, including cartooning), journalism, the languages, law, letter writing, literature, manufacturing (both cotton and woolen goods), mechanics, medicine, memory-saving, metallurgy, millinery, mine management, mining (metal), moving-picture operation, pattern making, penmanship, pharmacy, plumbing, railways (electric), railway signaling, railroad construction, real-estate business, salesmanship, short-story writing, sign and show-card writing, speech-making, steam fitting, stenography, surveying, telephone expert, toolmaking, typewriting, window trimming, and many other subjects.

Whether or not all these arts can be taught by mail I leave to the judgment of the reader. If they can be imparted by correspondence, then there is no excuse for more than occasional ignorance on the part of the people. And if all those whom the correspondence school managers say would be benefited by their courses became members, there would soon be several thousand experts to each available job.

The methods pursued by some of the correspondence schools appear to follow along one or two lines: first, the policy of making the lesson so easy, and the answers to the examination questions so self-evident, that the pupil, though a fool, need not err therein, and is likely to graduate at ninety-nine per cent. This pleases a certain class, and is conducive to satisfaction on the part of the pupil.

Secondly, a policy which strains the mind of the pupil, the lessons being made extremely difficult, and the questions in the examination papers hard to answer. This, with a certain class, makes them think that they are getting more than their money's worth.

A while ago a young man brought to me an examination paper which followed his first lesson. Mind you, he had not studied the subject before. Every question in the examination paper was answerable. I presented these questions to three

experts, men who had made marked success in the calling in question. All of them said to me that they could not answer off-hand more than a third of the questions correctly; and that, further, two-thirds of them did not need answers. And they went still farther and said that they could have taught that lesson, going as far as it was necessary to go with the pupil, in ten minutes, with a fifty-cent chart and a ten-cent foot rule.

A traveling salesman for a large correspondence school told a friend of mine, after he had resigned his position, that only one in four hundred of the pupils enlisting finished the course. That is to say, that all but one-fourth of one per cent of the pupils, who came under his immediate observation, threw up the effort. I am inclined to think that the salesman unintentionally exaggerated. But if his exaggeration was four hundred per cent net, there would still be but one in one hundred left.

Let me give two of the many examples which I could present of my own experience with correspondence schools. Recently I dropped a postal to one of our largest institutions, requesting an announcement. It came, at a cost of probably twenty cents for paper, ink, and postage. It was a marvelous creation of effective advertising. It appeared to be an advance herald of salary-boost-

ing. It typographically shouted, "More pay for the world!"

In a few days a representative of the school called at my office. In appearance, in argument, and in method, he did not properly represent the almost untellable advantages which a graduate of this school could not avoid possessing, if half of what the announcement said was half true.

I told him that I was interested in a young friend who was receiving a low salary, and that I desired information regarding a correspondence course in a certain line (which, by the way, I do not believe can be taught by mail or in any school, save that of experience).

He assured me that there were hundreds and thousands of graduates of this particular course who were filling positions at increased salaries, due to the education which his school had imparted.

"My friend," I said, assuming an air of interest which I did not feel, "I have read your prospectus, and if half of what it says is true, it would seem to me that you offer a solution to the problem which has perplexed the whole world of endeavor. But," I continued, "this young man has never had any experience in the subject which you teach."

"Entirely unnecessary!" exclaimed the representative. "We have thousands of graduates who

are making good money now, and who had never even thought of the subject they chose to study before they read our announcement."

"Wonderful!" I replied. "Your institution is indeed philanthropic. But," I continued, with an air of apparent caution, "your course costs seventy dollars. What assurance can you give me that my friend will succeed and have his salary raised?"

The representative hesitated a moment, because my question was not exactly according to the selling dialogue which he had learned to recite by rote.

"How many have graduated from this course?" I asked, without giving him the necessary time to meet this simple question.

"Thousands!" he exclaimed with emphasis.

"Ten thousand?" I inquired.

"More," he replied.

"Twenty-five thousand?" I asked.

"Twice as many!" he ejaculated.

"Well," I said, measuring my words with a mental foot-rule, "give me a couple of names of successful men who owe their start and success to this course."

Instantly he replied, "John Smith and William Jones of the Blank Manufacturing Company."

"Ah," I exclaimed, "I know that concern. They are directly connected with your institution in a

business way, and it is obvious that any of their men could have been prevailed upon to take your course and testify to the good that it did them."

The representative said nothing, but I could see that he was not favorably impressed with my method of investigation.

Then I rose from my chair, stretched myself to the full length of my height, pointed my right index finger betwixt the fellow's head and the zenith, and exclaimed with more oratorical effect than could have been sent from the best correspondence school:

"My friend, if you will give me the names of six graduates of your school, out of the fifty thousand who hold your diplomas, who have succeeded in getting their pay raised on account of the information which you mailed them, I will give you seventy dollars for my friend."

The representative pulled himself half-way together and partially doubled up. With four long strides he reached the outer door, turned the knob, placed half of himself on the other side of the door, and then, with the protection of solid oak between him and me, exclaimed with the semblance of bravery, "I have no time to talk with a fool!"

Some years ago I visited another city, and for the sake of curiosity I entered the headquarters

of a world-advertised correspondence school, which claimed to have been the godfather of success to thousands. I was introduced to the president, who, by the way, was somewhat proficient in the line which he professed to teach. But he informed me that he gave his whole time to the business side of his institution.

As near as I could discover the entire faculty consisted of a man under thirty, who was a member of the clan that the school represented, and his secretary, a woman of unusual ability and brightness. The two of them, dictator and dictatee, appeared to make up the curriculum, to prepare the lessons, and, with the assistance of numerous under-clerks, to examine the papers, and to give stereotyped advice and instruction.

But the glory, the grandeur, of the institution was located on one floor, which consisted of a great big room with many windows and more typewriter machines and their operators, who were employed in getting pupils, not in instructing them.

Now I do not allege that all the correspondence schools are run as was that which I have just described. Nor do I assert that all correspondence schools are either inefficient and honest, or inefficient and fraudulent. But I believe that the majority of them claim to do what I know that they

cannot do, and what I feel cannot be done with the methods that they use, except in very exceptional cases.

And, further, I believe that the average correspondence school does not raise salaries, but takes salaries. I still further feel that the overwhelming majority of correspondence-school pupils either get very little from their course, or could get very much more for their money, if they bought authoritative textbooks and obtained the occasional assistance of men and women proficient in the instruction sought.

But whether or not the correspondence course, as it runs, does impart education, or is the direct or indirect means of salary raising, it is subject, I believe, to one test, and the result of that test should be sufficient for final decision.

Preparation for any line of livelihood-earning, either in the school or by mail, is valuable only as it fulfills two conditions: First, it must give the foundation of the education required, enough of it to make one able somewhat to discount experience, that is, to cover part of the essential experience; or, to put it more plainly, to make the one who has it better fitted to use experience, to make it unnecessary for one, when he enters upon his work, to spend as long a time in the lower ranks

as he would have to if he did not have this knowledge given him.

Secondly, it must be judged by the value placed upon the education which the pupil has received, not by his instructors, but by those who are going to use his services and pay him for them.

For example, let us suppose that a certain college, not a correspondence one, imparts a classical education better than any other in the world, and that its graduates are better prepared to teach the classics than would be those of other colleges. But let us assume, further, that practically every member of every school committee, and every superintendent of schools, had no respect for the college in question or for the work done by it. Then, I say, let the young man who wants to be a teacher graduate from even an inferior university, if it is more acceptable to his would-be employers.

Let me assume for further argument that a certain school of plumbing, for example, is disapproved of by ninety-nine per cent of the master plumbers. The graduate of that school, however proficient that school may be, is at a disadvantage in the trade. He will find it difficult to obtain a position and to gain the respect of his employer, who looks upon him as improperly prepared for his work. True, if he has the education and ability,

he will win in the end, if he lives long enough; but no sensible man voluntarily accepts a handicap.

If you are contemplating a correspondence course, say, in locomotive engineering, send for the announcements of every correspondence school professing to teach it. Take these announcements to two practical engineers who are driving locomotives, and to two of the men who hire engineers. If three out of the four advise you to take the course, go into it with your whole heart. But if three out of the four refuse so to advise you, shun it as you would the plague. Do not take the unsupported word of any correspondence-school announcement, advertiser, or solicitor. Go not to the man who has education for sale, but to one who may buy the product of the institution. He, and he alone, is the one to consult. If he advises you for it, go into it. If he advises you against it, keep away from it. Pay no attention to printed testimonials or to printed claims, but rely absolutely upon the opinion of the men to whom you are to offer yourself after you have graduated. If they are successful, they are in business for what business will give, and they are not, as a rule, prejudiced. What they want is efficiency and result, and they, more than anybody else, know how to get it. If the curriculum and method of the correspondence school is efficient, they know it,

because it is to their interest to know it; and, further, it is to their interest to encourage you to learn all you can before you come to them, because the more you know in advance, the quicker you will learn what they want you to know, and the more readily you will respond to working experience.

Think a moment. Does it seem to you, as a sensible man, that it is probable, or even possible, for the average individual to become proficient in any calling unless he come into personal contact with those who not only have learned it, but are practicing it? Does it seem possible for you to learn by mail how to run a machine which you have never seen? Does it seem probable that you can by correspondence master a trade, a science, or an art which it is extremely difficult for even the best technical or special school to drive into you in four years of actual work in the laboratory-workshop?

Another test: Inquire among your friends who have taken correspondence courses, and ask them if the enclosure of the correspondence school diploma with their letter of application aided them to get the position solicited, and, if it did, if they found that the mailed education helped them materially on the pay-roll. Simply investigate the correspondence school, and all other schools, not from the standpoint of the school, and especially not

from the standpoint of the advertising of it, but from the standpoint of the man whom you expect to pay you money for your services.

Let the correspondence-school course stand or fall upon the position it occupies with the men practicing the trade or art it claims to teach. They know; you do not. They are not after your money; they are to pay some of their money to you; they are in favor of every institution, and of every method, which will make you more efficient, because the more you know about their vocation, the better able you will be to render profitable service to them. They are not prejudiced against the correspondence school, or any other institution of learning, and if they condemn it, it is because their good, practical sense and judgment have found a reason for not supporting it.

The correspondence-school proprietor takes your money. His guarantee, if he makes one, to give you proficiency and efficiency, may not be worth the paper it occupies. I do not see how the result of education can be guaranteed. If what the correspondence school promises in return for the pupil's money is approved by the men to whom he must make application for work after he has graduated, then, and only then, should it be considered.

Never place implicit confidence in any statement

made by the seller of anything, unless it is supported by outside evidence. Everything worth while is recognized, and is recommended, by those who use it. Treat the correspondence school as you would any merchandise offered you, and buy it only when you are reasonably sure that the seller can deliver the goods.

When in doubt, don't.

CHAPTER XXXV

BUSINESS OR COMMERCIAL SCHOOLS

THIS chapter is devoted to the consideration of the so-called business or commercial school or college, usually located in the city or at a country center, and not to correspondence schools or public schools, colleges, institutions of technology, or schools and colleges covering the usual academic curriculums.

Commercial schools were established to fill a recognized want, and the most of them are thoroughly legitimate. They form an essential part of our educational system; they do not compete, as a rule, with the stenography, bookkeeping, banking, and other business classes in the public school, which do not give much more than superficial attention to the technic of trade. Comparatively few commercial schools attempt to teach what cannot be taught, and most of them rightly confine themselves to imparting concrete business arts, like stenography, bookkeeping, and secretarial work. The majority of them are conducted by honest, conscientious, and competent men, who have been trained both in business and academically, and who know how to apply education. Unfortunately some of them

are run by charlatans, who obtain their scholars by promising to give the graduate not only a start in life, but a boost into high financial success. Some of these schools guarantee, without qualification, to obtain a lucrative position for every pupil, assuming that every member of their school is competent to fill a high position. I would warn my readers to have nothing to do with any school which appears to guarantee positions, or increase of salaries, except subject to qualifications on the part of the pupil.

Some business men prefer a graduate of a commercial school, while others consider the time spent in attempting academically to learn a business art as wasted, believing that one had better obtain his clerical education by practice in business houses. This latter feeling is due largely to the natural and justifiable prejudice against commercial schools, because most of them, until the last decade, lacked in efficiency and practicability, and imparted little or no actual business knowledge. But during the last twenty-five years the commercial school grade has risen to a point recognized by most business men, who admit that, although business methods cannot be imparted by book, it is practicable to teach in school the concrete business arts, like stenography and bookkeeping. It is admitted further that a commercial-school-trained boy or

girl receives more speedily successive increases of wages because of the knowledge acquired.

I would certainly advise any one intending to become a bookkeeper or stenographer, or to practice any other business art for which there are practical textbooks, to graduate from a good commercial school. Stenography and typewriting certainly cannot be learned in business without too great a sacrifice of time, and some proficiency in them is necessary before one can obtain any engagement. But it is extremely difficult to acquire a working knowledge of stenography or bookkeeping from books alone. The atmosphere of the schoolroom, if under the command of a good teacher with some ideas of business, will teach those subjects much more rapidly than they can be learned under any other conditions; and the graduate enters business with a special school training in the particular thing which he is to practice. The commercial school cannot possibly teach actual business-doing, salesmanship, or the great principles of business. These are learned only within the business house and by experience.

The commercial school, then, has its province as a legitimate part of education, and gives to those who intend to begin their career by the practice of some clerical business art an opportunity to learn the principles and some of the practice of

this art before they take it up as their livelihood-maker.

The reliable business school is known to the leading business men of the city or town in which it is located, and these men will recommend it. Do not consider entering any commercial school which does not receive enthusiastic recommendation from the men who give employment to the product of that school. Avoid all short-cut schools — those which promise to run you double-quick through the courses which should require a longer time. One cannot, unless he be of extraordinary mental capacity, learn stenography or bookkeeping in thirty days.

Testimonials of former pupils are worth very little, because almost any kind of a testimonial is procurable at a price. But the opinion of business men located in the same place as the school is all-important. If they recommend the school, you can enter it with safety. If they do not, keep away from it.

I advise you to avoid all schools which claim to be salary-raisers. No school can more than indirectly contribute to an increase of your wages. You, not those who assist you, are responsible for your increase of pay. Without you the school can do nothing; you with the school may do better than you could without it. It is the business of the

school to give you the information which will assist you in your work. Get all the help you can from the school and elsewhere, but remember that you, and you alone, are to decide whether your services shall continue to be sold at par or rise to a premium.

CHAPTER XXXVI

GENERAL READING

HE who knows only his business, or about those things which pertain exclusively to his work, is not a good citizen and cannot hope to occupy any prominent position or to be recognized in his community. Besides, he is not well rounded out, and does not have as strong a grasp upon the technical details of his work as he would have if he possessed a general knowledge of men and things.

It is true that a man may be a good shoemaker, for example, and even an expert, without any knowledge of the world at large; but he is not likely to rise from the bench, or to occupy a good social position, unless he is able to converse with some intelligence upon the current topics of the day.

One can devote himself too much to his business, or to outside affairs. A superabundance of either works for defeat. But the real man, the man of high salary and in the line of promotion, is intimately acquainted with everything available in his business, and, besides, has a general familiarity

with common and everyday affairs, and is usually well read on some important subjects.

The habitual and conscientious reading of a newspaper is absolutely essential. No one can be up to the times, and able to converse intelligently upon matters of public interest, who does not read one or more newspapers regularly. He should not confine his interest to the news alone, but should read the special articles which are daily appearing, and the editorials. The newspaper is civilization's greatest agent of education. Without it we would return to the primeval forests. Although much of the matter in the newspapers is biased, and the management may be controlled by interests, and although some newspapers are too sensational and overcolor everything, the newspaper, as it runs, with all its faults, is the world's greatest civilizer,—the one thing which we could not do without.

I have already spoken of the necessity of habitually reading the trade paper or journal. But the newspaper, great as it is, is not the only thing to be read. The regular reading of one or more magazines is absolutely essential to the rounding-out of education, to keeping one up to the times, and familiar with conditions.

I mention a few, which are highly educative, and the reading of which will make it impossible for

any one to be completely ignorant of current events.

I do not specify the general magazines, because there are so many of them, and most of them are worth reading. I advise every one to read regularly one or more of the standard magazines.

The Literary Digest, published weekly, covers the worlds of science, art, literature, and important news. It is not wholly literary, though its name so implies. It gives a résumé of the best thought and information; and I consider it a valuable periodical to any one who would keep up with the times. The same may be said of the *World's Work*, the *Review of Reviews*, and *Current Literature*,— the last, like the *Literary Digest*, giving information outside of literature itself. *Collier's Weekly* covers the world with text and illustration, and each issue contains several articles of sterling merit.

As to books, it is difficult to advise, for there are so many, and tastes differ. But I would advise every one to read, at least, one good book a month, not wholly for entertainment, nor entirely for the information which it contains, but for both. The popular novel is not necessarily injurious. It is likely to present matters of lively human interest.

It would be well for you to consult good authorities. The librarian of your local library is, or

should be, a fair judge of books, and he will gladly assist you. So will any reputable publisher or professional man. Better consult more than one, because you might run across a bookworm, who is more likely to teach you how to crawl than how to walk or run.

CHAPTER XXXVII

A WORD TO EMPLOYERS

WHILE this book is addressed primarily to employees, a few words to employers from one who has occupied both positions, and has, therefore, seen both sides of the shield, may not be out of place.

The fundamental cause of all trouble between employer and employee is in lack of willingness to get together; and this is due as much to the employer as to the employee. Both have their faults, both are unjust at times, the one often being willing to receive more than he pays for, and the other indisposed to earn his salary. It is a difficult task to bring the two together to the benefit of both; but the employer, who should be better informed in the science of economics than those below him, ought to make greater effort to maintain peace and good will.

We are responsible, not in the degree of our shortcomings, but in proportion to our enlightenment and opportunities. The man on top — assuming that he has earned his position — is a better trained thinker than the one below him. He has

therefore less excuse for wrong-doing than the ignorant laborer.

I am not justifying the anarchistic methods of some laborers, or their unreasonableness. I am as opposed to unfair strikes as I am to unjustifiable lock-outs.

I am more inclined, however, to blame capital than I am labor, because capital has the legal tender for the purchase of education, refinement, and opportunity, while much of labor, cannot, if it would, rise above the sweat and travail of enforced work.

If the employer would think less about the unfairness of labor, and go into his closet oftener, he might, in the silence of the night, better examine the doings of himself and his associates, and be better able to solve the vexed problems which are today approaching the incendiary point. I would advise the employee to do what is right, irrespective of the fairness or unfairness of his employer. And I would as emphatically suggest to the employer that he do justly, without regard to the unreasonableness of his employees.

Let us assume, for the sake of argument, that the average employee is lazy, indifferent, and unambitious, that he works by clock, not by brain, that he does as little as possible, and loafs at every opportunity, and that he is careless and neglectful.

Suppose he is, browbeating him, treating him with unfairness, forcing him into the treadmill with whip and spur, will never make him competent or instill into him the spirit of faithfulness and ambition.

There are few strikes, and seldom any trouble, instituted by the workers of a high-class and fair employer. Ever-present willingness to do what is right on the part of the employer will be appreciated by even the most hot-heated employees, in the majority of cases.

The employer should not forget that, though he is in command of labor, he is as dependent upon labor as labor is dependent upon him; that to the labor of others his achievements are due. Unless he is friendly with those who have coöperated with him, unless he furnishes unmistakable evidence that he is their friend and desires to assist them, he will be beset with unfaithfulness and indifference. The unfair employer has no right to expect fairness on the part of the employee. The same blood flows in the veins of labor as through the bodies of its commanders. They need the same nourishment and they must breathe the same air.

I am not asking the captain to neglect discipline, to treat the common sailor as he does his fellow officers. The quarter-deck is for the captain, the forecastle for the crew. If they changed

places, or lived together, discipline could not be maintained, and the ship might go to the bottom. There is a vast difference, however, between the line drawn by necessary discipline and that staked out by arrogance and ignorance.

I am not asking the classes and grades to stand on the same social level, but I am saying to the employer that if he would have good employees, he must treat those below him as he would have them treat him if their stations were reversed. The man who does not respect his employees cannot hope to command respect in return. Reciprocity is in the very air we breathe, and the Golden Rule is slowly but surely becoming one of the commandments of business. He who would succeed on either side of the line must work in harmony with the other side or be a failure, a menace to society and to business, even though he may keep his money and continue to make it.

CHAPTER XXXVIII

"HOW I GOT MY PAY RAISED"

I ASKED a number of men of distinct mark and of self-acquired success to write me a letter stating briefly what contributed to their first rise of salary and to subsequent promotions, or what they believe contributes most toward an advancement. Every one of them has achieved some distinction, and some of them have national or international reputations.

I intentionally selected few of the so-called great "generals of industry," for these men, although giants at money-getting, are geniuses in their line, and have not always followed the acceptable and standard principles of business. Consequently anything which they may say, or any advice which they may give, is not likely to be of material value to the rank and file of employees.

What our most conspicuous men have done, either in business or out of it, cannot be considered valuable examples for the average man to follow. Most of them have taken what would be considered inexcusable risks, and have succeeded by methods which are generally considered questionable; but whether they did right or wrong, the very genius

which they possess prevents them from acting as guides to the masses.

If I were a young man, and wanted advice upon any subject outside of the professions, I would not go to the multi-millionaire or to the commander of a hundred thousand men. I would consult men who had won their spurs on the common fields of business by following more or less closely the acceptable principles of trade, and who had attained distinction, not measured wholly by dollars and cents, but by legitimate accomplishments.

This explains the absence of many of the names before the public — of the men who, though able to do much for themselves, are not able to help others to accomplish. I have also intentionally refused to communicate with notoriety-seekers, and others who wish to exploit themselves.

Each individual letter contains suggestions and facts which may be assimilated by the reader; and all the letters combined have, I believe, produced a composite chart which no sensible man can refuse to follow. The letters or articles appear alphabetically, so as to avoid even the appearance of preference. Each one is printed as written, subject only to proofreader's corrections.

JOHN R. AINSLEY,

Of the firm of John R. Ainsley and Company, importers and manufacturers of hosiery and underwear, Boston, Mass.

The surest way to get salary raised is to work like the dickens and make yourself so valuable that your employer cannot afford to lose you, and must perforce pay you sufficiently well to keep you. That's it in a nutshell.

SAMUEL WATERS ALLERTON,

Capitalist, business man, banker, Chicago, Ill.

Never having worked for a salary, I never got an advance. I worked five years of my life — from fourteen until nineteen — for my father, to gain him a farm; then I rented a farm myself, and made in three years forty-five hundred dollars and a character and credit, and could borrow ten thousand dollars on my own name, so I could go into the cattle business.

The trouble with young men is, they do not stop to realize that they must make a character and credit, and the only way to gain a credit is to save something and not spend everything.

Every young man who can realize that he has got his own fortune to make, and realizes that he has got to make a character and credit, will be pretty sure to win — unless he goes to college until he gets to be

twenty-three or twenty-four years old; of course, then he is a man, and never can learn the details of business, and will probably be a bookkeeper or a doctor.

The only way for a young man to get his salary raised is to make himself so useful to his employer that he cannot do without him.

WILLIAM A. BANCROFT,

President, Boston Elevated Railway Company, Boston, Mass.

I have not had so much experience in getting my own pay raised as I have in raising the pay of others.

The consideration which warrrants employers in making the largest rises in pay is high efficiency on the part of the person employed. When a person shows that he is capable of doing work much more economically or efficiently than it is being done, and other elements, such as honesty, fidelity, strength, and endurance, exist, a sagacious employer will always raise wages.

Wages, of course, are raised sometimes, to some extent, because of long and faithful service, provided the persons become more efficient; that is, because they do more work, or do their work more intelligently, or more economically; but the one thing that justifies large increases is because a person can earn for his employer many times as much as the increase in pay.

How to Get Your Pay Raised

GEORGE H. BARBOUR,

Vice President and General Manager, The Michigan Stove Company, Detroit, Mich.

Every business institution, especially at the present day, is looking, and generally has a place, for some bright, intelligent young or middle-aged man who has the qualifications to make himself valuable.

In the opinion of the writer, it largely depends upon the man himself. We find a class of men and women at the present day seeking employment, and there are a great many women seeking positions who are able to fill them to the satisfaction of the employer, and are earning good salaries. The same is true of young men seeking positions. But the difficulty in many cases is, that they are considering too much what salary the position will pay, instead of taking their chances, and endeavoring to make themselves worth a certain amount of money. In other words, unless one has had a good deal of experience, I have always felt that the young man who would succeed should first be satisfied with commencing at the bottom rung of the ladder and working himself gradually up.

If the person who seeks employment will work upon this basis of making himself useful, and, as he becomes acquainted with the work that is entrusted to his care, endeavor to improve himself, and do the work to the satisfaction of his employer, there is little question but what the salary will take care of itself.

I am going to cite an instance: I have in our employ a young man who came to us when he was fifteen years old. I was attracted to him by talking with him over the telephone. He was at that time engaged in a minor position with the telephone company, and he seemed to be a gentleman. I asked him to come up and see me. He was then earning five dollars a week. I arranged with him to come here and take a minor position — simply that of office boy — at seven dollars a week, and he filled the bill. He kept improving, and was advanced from time to time. He finally succeeded in taking the position of our accountant, and figured up the cost of all our manufactured product. He became an expert in this position. He then wanted to go on the road and we accommodated him. He filled the bill there. Finally, at the proper age, he married, and wanted to return to his old position; and he was getting so valuable that we were willing to almost put ourselves out to accommodate him.

Today he is holding the position of manager of sales, and has some eighteen travelers under his jurisdiction, besides counseling with our Chicago manager in connection with about the same number of travelers that go from there into the West. He has become a stockholder and a director in this institution.

I simply cite this as an illustration of what one can accomplish, if he only has the disposition. The employee who comes to work just at the sound of

the bell — seven o'clock in the morning — and keeps looking at the clock so that he can stop work just at twelve, and continues along during the day, taking no particular interest, and going along in the usual way to earn the amount that is given him, will never, in the writer's opinion, succeed in earning a very big salary. He has to show that he takes an interest, and makes himself valuable. And when he does this, he need not worry about the salary; that will take care of itself, and he will reap his reward.

ADOLPHUS B. BEECHING,

Manager, Hayden, Stone and Company, bankers, Boston and New York.

You ask me to write you how I obtained my first rise in salary, and also subsequent rises.

As I recall the first rise, I distinctly recall the personal attitude that I had had toward my employers, and the others directly superior to me. My one wish had been to please them, and to be sure that no one, doing the same kind of work, could do it any better. It was never my wish to see how little I could do, but rather how much; and it was always a great pleasure, after finishing a piece of work, particularly if done quickly and well, to look around for something more to do; and I always felt well paid if the new work was more advanced. I was ever ready to lend a hand, especially to those above me.

When my first increase came, which was directly from this attitude of mine — and this increase was a good amount, accompanied by words of praise — I was convinced that my course was the wise one.

In the years that followed, I continued to constantly show that interest, never letting it appear, if possible, that I was in a hurry to quit work at night, and was always prompt in arriving in the morning, being careful to appear fresh and ready for work. It was also my aim to show such an interest in my work that I did it cheerfully, and when things seemed to me to go wrong, as they sometimes did, I tried to exert myself to additional effort to right them and to create a good impression, for I was always very careful never to *sulk*.

If I ever made a mistake in my work, and I am sorry to state that I sometimes did, I was always ready to acknowledge it and express sorrow. In this manner, I showed myself a willing worker, an ambitious worker, and an accurate worker; for we do not continue to make mistakes if we are sorry for those that we have made. As the years of my business experience increased, and I was capable of assuming greater responsibilities, I still continued this same attitude, and found that it brought the merited results.

It was my good fortune not to be obliged to ask for increases in my salary, for they came to me periodically from those whom I was able to convince, by the quality of my work, and my relations

with them, that there was mutual benefit to be derived by such an increase. I aimed to show, in those relations, enough dignity to command their respect, as they commanded mine. The result of such relations, well thought out, and well carried out, even with great effort, will eventually place any one, as it did me, in a position where his services will be sought by others, with the possible privilege of naming his own salary.

G. T. BELL,

Assistant Passenger Traffic Manager, Grand Trunk Railway System, Montreal, Quebec.

After a year or so of hard work as junior in the car service office, at London, Ontario, I was offered a place in the same office, two positions in advance of mine, with promise of an increase of ten dollars per month. The clerk who held the place had found it too hard, and with broken health, had resigned. I did not get any increase for several months, although seemingly my work was satisfactory, and required me to apply myself from about 7:30 A. M. until 10:30 P. M. When the increase came, it was only half the amount agreed, or five dollars per month. I protested vigorously to the head of the office, who disclaimed responsibility, and referred me to his superior, who in turn stated that the general superintendent, located at Hamilton, had declined

to sanction any increase for one so young (I was then eighteen) of more than five dollars per month at one time.

It was a bitter disappointment, but I kept working hard, with a growing sense, however, of outraged justice, which in a few months broke bounds and resulted in a private letter to the general manager (an arbitrary but just man), detailing my case, and resigning to leave Canada for the United States.

Instead of dismissal, which my rashness presumably warranted, in a few days I was offered, and I accepted, the position of secretary to the general passenger agent of the railway, at Hamilton, with an increase of ten dollars per month.

I tried to learn the details of the new department by constant night work.

I shortly had an offer to go to the Santa Fé Railroad in Kansas, at a hundred dollars per month, which looked large at nineteen; but personal considerations caused me to decline. I told the general passenger agent of the offer, and he advised me to remain with him, as he liked my work and would advance me later. But, greatly to my chagrin, in a short time, a stenographer to our chief clerk was secured from the Western States, and given twenty dollars per month more for an inferior position. He was older, had more experience, and was a Canadian, who had been tempted West by the larger salaries paid there; and I think our management was glad

to fancy it had recovered one man from the western railways, to which many of our best young Canadians were flocking. I protested strongly against this new injustice, and was assured it would be changed as soon as possible; but it was not, until, by the leaving of a senior clerk, I applied for, and secured, his place and twenty dollars per month advance.

In a few months our railway was "fused" into our present system (the Grand Trunk), and the general passenger agent was made assistant, at Toronto, for the new combination, and took me along as his chief clerk, at an advance of two hundred dollars per year.

I continued to work early and late, until within two years my chief became general passenger agent of the railway, at Montreal, and installed me, at twenty-three, as his chief clerk, at a further advance of two hundred dollars per year.

In seven years, after continuous hard work, on the death of the general passenger agent, I was made assistant general passenger agent; but not until many promises had again miscarried, and a leading competitor had made me an offer of a substantial increase in salary with more encouraging prospects; which for personal reasons I declined, as it involved a transfer from Montreal to the Pacific Coast.

Subsequent advances in salary came at intervals, sometimes by promotions, sometimes unsought, and

at other times after I had called the attention of my superiors to changing conditions, and seeming failure to keep up with them.

All along I endeavored to do all the work I could, relieve those above me, make my services valuable — methods of success which required all the strength given me, through heredity, by an unusually energetic father, and an intense, strong-willed mother.

HILL McCLELLAND BELL, LL. D.,

President, Drake University, Des Moines, Iowa.

In my judgment the prime essential in attaining success is continued effort to achieve a definite purpose. Patience in doing the little things that must not be overlooked in one's work is very important.

G. H. BENKHARDT,

Advertising Manager, Smith, Kline and French Company, wholesale druggists, Philadelphia.

I landed in New York City in January, 1886, with only twenty-five cents in my pocket, and had to have a job right away, and I had it within an hour or so after landing. It was a job, and that was all. By watching the advertisements in the paper, I was able in about two weeks to get a better one. Then, about two weeks after I had the better one, my first employer thought that I had abilities to fill a position better than the one I had first

occupied, and as his assistant had quit in the meantime, he offered me twice as much money as he gave me at first, if I would come back.

My second employer did not care to see me go, but at the same time he did not care to pay me the same salary, and I went back to the first employer as clerk and assistant bookkeeper, and remained for probably three months in that position, when I was very much surprised to get a letter from my second employer, asking me to call and see him. I went, and was offered a better position than I had had first, and at more salary than I was then receiving.

I left my first employer, therefore, to again go back to my second employer; and that is how I broke into the publishing and advertising business, because this was in the newspaper office of the *Sporting World*, then published at 16 Spruce Street, and then the only daily sporting paper published in the United States.

I worked on the *Sporting World* for about a year after that, and then left New York City to go to Philadelphia. I became bookkeeper in a lithographing establishment, and after two years' office experience, and upon the death of the senior member of the firm, I became manager of the plant, and occupied that position for three years.

I gave up my position to engage in the advertising novelty business, which I followed for five years here in Philadelphia, and two and a half years in

Coshocton, Ohio, thus rounding out approximately twelve years as a manufacturer and a seller of advertising of all kinds, including a little inside newspaper experience, considerable lithographing experience, a whole lot of advertising novelty experience, and the compiling of booklets, catalogues, folders, etc. In this twelve years a portion of about seven was taken up with considerable traveling.

A little over eleven years ago, I left the manufacturing and selling field to take charge of the advertising of this corporation, where I have been buyer of the same things that I formerly sold. With twelve years selling and eleven years buying I have had twenty-three years' connection with the advertising business in some way. I was forty-two years old in January, so that you can readily see that my entire business life was devoted more or less to this field.

On the matter of increases in salary after I left New York, there is really nothing to say, excepting that the three different employers that I had, granted my appeal for an increase each time it was made. I have heard of corporations advancing salaries without being asked to do so, but I have not had such an experience. As department manager, I knew from my records whether my end of the business was going ahead, and how much, and felt that I was in a position to know that the amount of business that I turned in to the corporation justified them in increasing my salary to some extent, in return for the

additional profit I was returning to them from my department. With my figures in hand, I was always able to convince them of the justice of my plea, and was never refused.

To carry this question a little further, I might add, also, that my salary was never reduced by reason of any falling off of the business. There have been very few years in my business career when my business fell off, but if there was a falling off, it was due to outside conditions over which we had no control.

MARCH G. BENNETT,

Manager, Samuel Cabot, Inc., manufacturing chemists, Boston, Mass.

My first rise came without asking, and was a welcome surprise at the time; but I now realize that it was the natural outcome of showing an interest in the business. I was too young to be very mercenary, and too much interested in play to be very thoughtful, but I went at the work with a boyish loyalty and zeal that pleased the boss and made him consider me more valuable.

Since then I have sometimes thought that my services were worth more than I was getting, and have asked for my rise; but have always tried to present my case reasonably, based upon the value of my work to my employer. Usually the advance has come unasked, and has been due to a variety of

causes, such as vacancies, new positions created, etc.; but I like to believe that the fact that I got those vacant places was due to the growth of the same boyish qualities which gave me my first rise, because those qualities naturally produced the willingness to assume responsibility and the interest in the success of the business that made the responsibility easier to carry.

A man of ordinary capacity can often accomplish more by close application and loyal interest, to fit himself for the promotions that occur in every business, than the brilliant man, who naturally comes to rely more upon his brilliancy than upon steady and strenuous effort.

ALBERT BERNEY,

Of the firm of Isaac Hamburger and Sons, men's and boys' clothing, Baltimore, Maryland.

The subject, "How to Get Your Pay Raised," treated from a personal standpoint, would naturally make an apparently egotistical article, no matter with what frankness and simplicity it might be treated.

Serving the same purpose, yet omitting this undesirable feature, can best be done by eliminating oneself and substituting another.

This article is being written by one whose duty it is to "raise the pay," and it is only fair to say that it is a most pleasant task. To have passed

through the experience of having practically picked off the streets a youth of twenty years, and, for charity's sake, given him a mediocre position at five dollars a week, then in less than three years to have appointed this same young man to the full management of his department at a man's salary, is something to be proud of and to glory in. The case of this young man is decidedly an example to prove Admiral Schley's famous expression, "There is glory enough for us all."

This boy of no training — a picture of hard luck with an expressed desire to work — was given a position as stock clerk. After being here a few months, noticing an especially busy day in another department, he, of his own accord, requested to be allowed to help to sell goods in that busy department. The result was surprising; and for this display of ability, and particularly this interest in the business, he was given his first increase in salary. Within a few months a vacancy occurring in that department, he was given the chance to prove himself worthy to fill the vacancy — made good, and got his second increase.

An unfortunate occurrence left the department without an assistant buyer, after this young man had been there six months, and, although there were several men older in years and of longer service in the department, his untiring efforts to work, his pleasing personality to customers, his unusual knowledge of the stock, and, above all, his continual pick-

ing up of crumbs of knowledge regarding the merchandise — what it was and where it came from — were all so evident that he was promoted to the position of assistant buyer, and again his salary was increased.

From there it was only a step to the position of buyer and manager of his department, as soon as that vacancy occurred; and it is needless to say he is being fully paid for his services irrespective of the conditions which brought him here — a poor, unfortunate boy, whom no one paid attention to, but who, by sheer perseverance, had his salary raised an unusual number of times, and never asked for the rise on any occasion.

Any energetic person, I might say of even fair ability, who will manage to finish his own work, and still have time to do part of the work of the man above him, is on the sure road to get his pay raised.

JAMES G. BERRIEN,

Eastern Manager, Advertising Department, "Collier's," New York City.

I got my first rise in salary by asking for it, and the rest of them by working.

STRATTON D. BROOKS, Pd. M.,

President, University of Oklahoma; recently superintendent of public schools, Boston, Mass.

I have never asked for an increase in salary. In

nearly every case the increase has come by promotion to a position that required larger responsibility.

My observation leads me to believe that increases in salary are usually granted to men who perform duties in excess of those required at the top of their position, provided, at the same time, they do not neglect any duties required at the bottom of their position.

W. ATLEE BURPEE,

President, W. Atlee Burpee and Company, seed growers, Philadelphia.

It seems to me there are four essentials to any pronounced business success. These I should state as follows:

1. Concentration — interest in one's business, and love for it as one's life work. This can come only from an assured faith, or rather knowledge, that, while making money, the transactions of the business are mutually beneficial to buyer and seller.

2. Knowledge — a careful and constant study of one's business, with an ever-increasing knowledge of its needs and the needs of its customers. While necessary to give the public what it wants, yet a campaign of education should be conducted toward making the public understand what is best toward "improving its wants."

3. Advertising — truthful, forceful, and persistent advertising, which should be entirely free from

even the appearance of exaggeration, and yet breathe the spirit of absolute confidence in the value of the goods at the price advertised.

4. Liberality. Try always to give a little more than expected, either in quality of goods or efficiency of service. Never make any deal in which you do not know that you yourself would be thoroughly satisfied were the positions of buyer and seller reversed.

E. F. CULLEN,

Vice President and General Manager, Johnson Educator Food Company, Boston, Mass.

The first job I ever had, outside of selling newspapers, was in a shoe factory. I worked in the packing room, wiping off the edges and heels of shoes just before they went into the boxes. I went on the job with another boy for four dollars per week, and it was not very long before I discovered that I was doing more than half of the work, and this, notwithstanding that the other boy was getting six dollars per week. My father was foreman of the room, but had no authority to raise wages. They were raised by the superintendent.

I got rather sore because I was doing the bulk of the work, and let up. My father discovered this very shortly and told me to get a "move on." I told him that I did not think it was right for me to do more than four dollars' worth of work unless I got

paid for it. He told me that if I worked on that basis, and always did exactly four dollars' worth of work, the chances were that I was destined to work for four dollars per week for the remainder of my life. He said somebody might become sufficiently interested in me to take a chance, and give me more, but he was doubtful. He told me, in very plain language, that if I was going to be satisfied with doing only what I was paid for, my future was anything but rosy. He gave me to understand that the way for me to get my pay raised was to earn more than I was getting, and, in a way, to put the superintendent under obligations to me and make him know that he was getting more from me than he was paying for. He told me it would be good policy for me always to do a little bit more than I was getting paid for, and, if possible, more than was really expected of me.

I took his advice, pitched in, and immediately began to turn out considerably more than four dollars' worth of work; that is, compared with what the other boys were getting for the same work; but the rise did not come. I asked my father about it, and he told me to be patient. I was patient as long as I could be, and I told my father that, if he did not say something to the superintendent, I would. He told me to go ahead and say it.

I did when I got my envelope next pay day. I walked the entire length of the factory very hurriedly, and went into the office of the superintendent

for the first time, very much out of breath: first, because I had hurried; and secondly, because I was very much excited. I went up to the superintendent's desk and without any formalities, I said, "Don't you think I am worth more to you than four dollars per week around this place?"

The superintendent looked at me, and sort of smiled, and said, "You go back to your bench, and go to work."

I did, but I stormed and fussed around a great deal, and wanted to quit. My father told me to stick it out. I did, and two weeks later, when I got my envelope, I found that they had raised my pay two dollars per week.

That was sixteen years ago. Since that time I have never taken up the question of salary with my employer, but have worked on my father's advice and suggestion; that is, always to try and give my employer more than he is really paying for.

Of course, there have been times when I thought rises were coming just a little slowly, and many times when they did come they were very small; but I believe I have been more content to work out the proposition on this basis than to have to fight out the pay question with my boss.

I have had my pay raised twenty-two times in sixteen years, and this does not include about three years that I worked, for the street railway company, by the hour.

GEORGE H. DENNY, Ph. D., LL. D.,

President, University of Alabama.

So far as I have analyzed the matter in my own mind, I should say that character, personality, patience, industry, training, common sense, tact, perseverance, ambition to succeed, and desire for service, constitute the leading factors in a successful life.

JAMES H. DOUGLAS,

Vice President, The Quaker Oats Company, Chicago.

Replying to your inquiry as to what led to my advancement, I beg to say to you that I started in the biscuit business with another young man, as a co-partnership, when I was only twenty-three years of age, and am glad to be able to say that we were almost immediately successful, because of our persistency in our effort not only to get out good goods, but also to please the trade.

My observation leads me to say that the average young man who does not succeed fails to do so because he lacks a real interest in his business. You can only enthuse them and keep them up to their best, for a few days at a time.

A real interest in almost any line, that will last from Monday morning until Saturday night, coupled with the desire to please, will bring success and advancement to practically every young man in almost every position.

How to Get Your Pay Raised

CLYDE AUGUSTUS DUNIWAY, Ph. D.,

President, University of Montana.

Your inquiry concerning conditions of personal success is difficult to answer. I feel justified, however, in putting forward one consideration as very prominent: A young man must be ambitious and industrious. His ambition must lead him to the necessary sacrifices of present-day pleasures to enable him to acquire breadth of training and experience.

He cannot succeed without natural gifts, but it is indispensable that he should acquire skill by the best training to be had in colleges and professional schools.

BERNARD ALBERT ECKHART,

Proprietor, The B. A. Eckhart Milling Company, Chicago.

At the age of nineteen, shortly after I graduated from a college in Milwaukee, I sought employment with a large milling firm in Milwaukee. I was offered a minor position, which I was very glad to accept. I was so anxious to get employment that I was willing and ready to take any position offered to me at any salary that my employer was willing to pay me. The head of the milling firm asked me what salary I expected. I replied that I did not know, but would be willing to accept anything that

he thought I was worth to him. At the end of the first month they paid me at the rate of thirty-five dollars per month, as I now remember it; which was very satisfactory to me at the time. My occupation was weighing wheat. I applied myself to the task with all the ability and energy that I possessed. Whenever it was necessary (which frequently happened) to stay at the mill after closing hours in the evening, to weigh the wheat which came to the mill up to seven or eight o'clock at night, I was always glad to be there to weigh and take it in.

At the end of three months I was promoted from weighing wheat to the city sales department, at an increased salary. I devoted myself industriously to this new work assigned to me, and called on new trade during the day, and in the evening called on some of the old customers.

In the course of about one year I was again promoted with increased pay, and was sent to some of the Eastern States to sell the product of the mill. I was instructed to go to Portland, Maine, and from there to canvass the principal cities of Maine, Vermont, Massachusetts, Rhode Island, New Jersey, Pennsylvania, and New York.

I arrived in the city of Portland one evening in June. The following morning my anxiety to begin work led me to appear at the office of the first customer upon whom I was to call about one hour before they opened the store for the day. I waited

upon the doorsteps until the doors were opened, and succeeded in interesting the buyer in purchasing quite a round lot of flour. This encouraged me, and spurred me on considerably.

I followed instructions of the home office, and proceeded to canvass the territory before mentioned. I had been away from home for about seven or eight weeks, but had not finished canvassing all of the territory that I had been instructed to cover, when one day I received a telegram from the mill office, instructing me to come home. The request was a surprise to me, and I feared that I had not been successful, and proceeded home with fear and trembling. I had, however, exceeded the expectation of my employer, for when I arrived in my home city, I was informed that I had sold all of the mill's products for at least four or five weeks ahead, and I was requested to take a vacation and rest for a few weeks, and also informed that my salary would again be increased.

During my employment I never asked for an increase in salary or for shorter hours, was always happy in achieving results, never required to be urged, and was always fearful that I was not doing enough.

It is needless to say that at the end of four or five years I was able to start in business on my own account, and then laid the foundation for the present extensive business of our milling company, and engaged in other enterprises which have been successfully carried on.

How to Get Your Pay Raised

TRUMAN J. ELLINWOOD,

Stenographer, teacher, compiler Worcester, Mass.

In response to your invitation, I send you this letter, in which I have endeavored to comply with your request, by stating how, from time to time, I succeeded, during my varied business career, in improving my condition financially.

It was not until I had left off attending school as a student, and had taught several terms of district school, that I began to think seriously of choosing a permanent occupation. The first thing in that line which especially appealed to my ambition and taste was the profession of stenographer.

By way of fitting myself for that profession, I so far mastered the art of phonography, the study of which I had previously commenced in Central College, McGrawville, N. Y., where I had been a student, that on going to New York City a year or two later, in 1853, I was able to make use of this art in taking dictation, and in making reports of public meetings.

My first regular engagement was with Mr. C. Edwards Lester, an author, and a correspondent of the London (England) *Daily News,* who employed me as an amanuensis, to aid him in his literary work.

Next, I was engaged by Messrs. Fowler and Wells, the phrenologists, in whose office my duties were chiefly those of a shorthand writer.

At the close of my engagement there, having formed the acquaintance of Mr. Andrew J. Graham, author of "Standard Phonography," the system of stenography which I adopted, I entered into partnership with him for doing law reporting and other shorthand work. Later on, Mr. Graham was obliged to discontinue reporting, and devote his time and strength wholly or mainly to the preparation and publishing of his series of phonographic textbooks. It was therefore necessary that our partnership should then cease.

From that time, I continued, as well as I could, the reporting which Mr. Graham and I had been carrying on, until, learning that the Rev. Henry Ward Beecher, pastor of Plymouth Church, Brooklyn, N. Y., was desirous of having verbatim reports made of his discourses and had failed to find a stenographer who could do the work satisfactorily; and thinking that possibly I might accomplish the difficult task, I went to that church one Sunday morning, took notes of his sermon, and, when I had written them out, showed the transcript to him and several of his friends, all of whom pronounced it to be a good report.

My success in this instance proved to be an assurance of my good fortune as a stenographer; for it led to my being officially selected regularly to report Mr. Beecher's utterances in his church, and more or less at conventions, Fourth-of-July celebrations, and elsewhere, including Fort Sumter, where he delivered

the oration on the occasion of the re-raising of the Union Flag over that fort at the close of the Civil War. During many years my reports of his sermons, lectures, and "talks" appeared through longer or shorter periods in *The Independent, The Christian Union, The Methodist,* and *The Examiner and Chronicle,* of New York City, in the *Traveler,* of Boston, and in *The Brooklyn Magazine.* Besides, my report of one of Mr. Beecher's sermons was each week, for several years, published in pamphlet form.

Up to this time opportunities for bettering my circumstances in a business way came to me, one after another, almost without my seeking them; and, being satisfied with the wages voluntarily paid me, I had no reason for asking to have them raised. I can account for my being thus favored only by attributing it to the fact that I sought to be thoroughly qualified for the positions I filled, and to perform my duties in them so faithfully as to render myself desirable, if not indispensable, to those who employed me.

Being at length fully installed in the work of reporting Mr. Beecher's utterances, which occupied a large portion of my time, I came to feel that this was to be a life-work, as it had already become a labor of love with me, and I continued it until Mr. Beecher's death, nearly thirty years after I began it.

Meanwhile I was also engaged, as a co-worker and joint-proprietor, with Mr. John Lockwood in building up and carrying on the Brooklyn Adelphi Academy (now College), under the firm name of "Lock-

wood and Ellinwood," and for several years of its early history served as its treasurer, and was one of its faculty. During the management of the institution by Colonel Homer B. Sprague, who succeeded Mr. Lockwood as principal, I, having disposed of my pecuniary interest in it, continued my connection with it as an instructor only. Thereafter, I was in part occupied in conducting classes in the Evening High School, in the Young Men's Christian Association, and in my own School of Phonography and Typewriting, in Brooklyn.

Since Mr. Beecher passed away, in 1887, I have had to do with preparing material for, and with issuing from the press, half a dozen or more volumes of his published and unpublished utterances, and have responded to invitations from periodicals — the *Ladies' Home Journal, The Golden Rule,* and others — by furnishing, to be printed in their columns, articles, some of which were made up of selections from Mr. Beecher's unpublished sayings, and others of reminiscences of my experience as his stenographer.

Now that my mission in helping to disseminate the teachings of this great preacher is fulfilled, my present occupation is principally the care of a small settlement of summer cottages, named "Ellinwood Heights," which I have at Oak Bluffs, Martha's Vineyard, Mass.

In all the different situations held by me I never, except in two instances, had occasion to ask that

my salary be raised, in which cases I simply made known to my employers that I thought I ought to receive higher wages, when they readily took the subject under consideration, the result being that they acquiesced in my view, and granted me what I asked.

One thing that I look back upon with a great deal of satisfaction is the fact that I never, to my recollection, had a serious misunderstanding with any of my employers, and that in no instance did I leave a place where I was engaged without carrying with me the good-will of those whom I had served, and leaving behind me kindly feelings toward them.

My belief is that an experience similar to mine, in the relations between employers and the employed, may generally be realized in the cases of young men and women who make sure that they are qualified for the work they undertake, who faithfully perform their whole duty, who consider the interests of their employers as well as their own, and who make no unreasonable demands in the matter of remuneration.

Allow me to add that I largely attribute whatever degree of success I may have achieved, in my busy and overtaxed life, to my entire abstinence from the use of spirituous liquors and tobacco, indulgence in which has led to the failure in their profession of so many stenographers, whose strenuous occupation, more than that of almost any other class of workers, requires clear heads and steady hands.

How to Get Your Pay Raised

ALSTON ELLIS, Ph. D., LL. D.,

President, Ohio University.

My parents gave me every opportunity to acquire the rudiments of an education. As I grew in years, I began to learn how important a thorough, well-rounded education is to one's success in life. Being brought up on a farm, I early formed habits of industry. Later, I read somewhere that genius was but another name for hard work. I thought it possible that one could be happy in doing work, and even hard work, if he were fitted for it and had an interest in it. I learned to feel, with Carlyle, that there is a perennial nobleness and even sacredness in work, and that happy is the man who has found his work. With Sir John Lubbock, I discovered that work, and even hard work, might be in itself a source of pleasure under normal conditions. If I have had any success in life it is that I have trained myself to stick to my work until I have done it. Of course, fitness for work must precede willingness to do it, for mere energy, not directed by intelligence, may do as much harm as good.

John Ruskin wrote that the essential elements of work that is worth while are, that it must be honest, useful, and cheerful. I believe that I can say truly that those three elements have been intimately connected with my life work ever since I left college, in 1867.

In a modest way, I have been successful in my profession, and have always been able to keep my head above water financially. Now, in my declining years, with a prospect of an early retirement from active service, I find myself in possession of enough of this life's goods to give me promise of a comfortable old age, should my life be prolonged.

I have always felt that my training on the farm, and my subsequent mental discipline in college, have been great factors in my attaining whatever success may have come to me in the work in which I have been engaged.

A. H. EMERY,

Civil and mechanical engineer, builder of testing machines, dynamometers, gages, etc., Glenbrook, Connecticut.

Let the motto of every young man and young woman be, when young and all through life:

"Whatever is worth doing at all is worth doing well."

And in putting this motto into use, remember,
Always to do something,
Keep doing something,
And always do that something well.

ALGERNON SYDNEY FRISSELL,

President, Fifth Avenue Bank, New York City.

I was a bookkeeper in the City Bank of Pough-

keepsie, I think, at two hundred and fifty dollars a year, and I think I was offered four hundred dollars a year to go to the Merchants' Bank, which I did.

I do not remember asking for any increase of salary since, except once, when I was in a down-town bank in New York. I had gotten about as high there as I could as a clerk, and I went and had a talk with the president about the necessity of a larger income to educate my children, etc. I soon became aware that I could not expect the income needed in a clerical position, which made me more determined than ever to become what I set out to be when I entered the banking business, namely, an officer in the bank.

I think that under ordinary circumstances, where the intention of the bank is to treat the officers and employees properly, the surest way to get one's salary raised is to make oneself worth much more to the business than the salary.

FRANK S. GANNON,

Railroad President, New York City, has occupied practically all of the positions leading to proficiency, namely, telegraph operator, terminal agent, train dispatcher, master of transportation, supervisor of trains, general superintendent, general manager, and president.

I was born in Rockland County, New York, sixty

years ago, and began my railroad life in my sixteenth year in the roundhouse of the Erie Railroad at Port Jervis, N. Y., intending to be, in due course, a machinist, a locomotive engineer, and a master mechanic. A telegraph school was opened in the town at about the same time. I took a night course there, thinking it might be beneficial to any one engaged in railroad work to know how to communicate by wire. Before I finished in the school I felt that there was more chance in the transportation than the mechanical department, and changed my course. I began as a telegraph operator when I was seventeen. In time I began to feel that advancement on an "old road" must be slow, and became restless.

I left the Erie to go to the Kansas Pacific, in 1870, before I understood the opposition I would meet at home to going so far away. I changed my plans again, and entered the service of the New Jersey Midland Railroad as operator and clerk in the president's office in New York City. They had not commenced to operate the road, but were pushing construction.

In a short time a few miles of the road were taken over by the operating department, and I was detailed to establish the agencies. I was then appointed terminal agent at Hawthorne, N. J., the point of connection with the Erie near Paterson. When they began running trains into Jersey City, I was transferred to that point as agent; in a few months I was

made chief clerk in the general superintendent's office, and at twenty-one was appointed train dispatcher.

My pay in the roundhouse was one dollar a day. I began as a telegraph operator at forty dollars per month, was getting fifty dollars when I left the Erie, and was to receive one hundred dollars per month on the Kansas Pacific. I began in the president's office for sixty dollars, and received several advances in pay, until I became dispatcher at one hundred and twenty-five dollars per month.

I was married on my twenty-third birthday. I left Jersey City in the spring of 1875 to establish the system of dispatching trains by telegraph on the Long Island Railroad, and be the chief train-dispatcher. I served there as depot-master, train-dispatcher, and master of transportation, successively, until 1880.

I went to the Baltimore and Ohio Railroad in January, 1880, as supervisor of trains on the Pittsburgh Division, and on receiving an offer of the general superintendency of the New York City and Northern Railroad, in April of that year, came back to New York.

In 1886, I resigned, to reenter the service of the Baltimore and Ohio Company, as general superintendent of their New York Division.

I declined the presidency of the New York, Susquehanna and Western (the old New Jersey Midland) in 1895, and the general managership of the

Manhattan Railway, in 1896, and resigned in 1896 to go to the Southern Railway as third vice president and general manager.

I came back to New York in 1903, as vice president of the Metropolitan System, and left there in 1906 to devote my whole time as president to the interests of the Norfolk and Southern Railroad Company, to which I had been giving considerable attention for about two years.

Owing to the 1907 panic, I severed my connection with that property, and have since been engaged in developing interests in Montana, where I am president of the Montana, Wyoming and Southern Railroad.

You ask me to tell how I obtained my first rise in salary, and relate what caused subsequent rises in such a letter as I would write to a friend asking the questions. I do not recall anything special in the matter of salary. My idea was to do the best I could in the performance of duty, and trust to the other side to do its part. As a general proposition, I can say that I was usually satisfied so far as salary was concerned.

BENJAMIN FRANKLIN GAULT, Ph. D.,

President, University of South Dakota.

I do not feel that anything that I can say will be worth while. My record of humble achievements is "the short and simple annals of the poor." I was

born upon a farm, attended the most convenient college, graduating therefrom in my twenty-seventh year, and went to teaching. One thing I can say, and that is that I have never worked the board to get my pay raised.

Most of my positions have come to me unsolicited, and I have simply worked the job for all there was in it, being determined to be a success. My promotions and increase of salary have come without any intrigue, political influence, or any brilliancy — I have simply attended to business.

I have now been in educational work thirty-five years. My advice to a young man who is determined to go into teaching is to work the job and not the public. The man who is onto his job will win both position and pay.

FREDERICK W. HAMILTON, D. D., Ph. D., LL. D.,

President, Tufts and Jackson Colleges, Massachusetts.

During my summer vacations, while I was in college, I found employment in the office of the Portland and Ogdensburg Railroad, of which my father was superintendent. This was a small railroad, whose business was largely increased during the summer months by tourist travel. On my graduation from college, I was immediately offered a position on the permanent clerical staff. The road being

a small one, part of my work was for my father and part for other officers. After I had been on the road for some time, I asked for an increase of pay on the ground of greater usefulness, and it was immediately granted. If I remember rightly, the maximum pay which I received as a railroad clerk was nine hundred dollars.

After nine years of service I left, spent a year in the Theological School, and entered the ministry. Before I had completed my theological school work, I was placed in charge of a parish at fifteen hundred dollars. I was several times asked to go to other places at higher salaries, and finally accepted a call to a Boston parish in the Roxbury district at three thousand dollars, where I remained until called to my present position.

I have never in my life worked or intrigued to obtain a position or an increase. The utmost that I have ever done is to say, when asked, that I might be regarded as a candidate for this or that position. So far as I know, whatever has come to me has come because I have done well enough in the position I held to lead people to suppose that I might do well in the positions they desired to fill.

JAMES HOSBURGH, JR.,

General Passenger Agent, Southern Pacific Railroad Company, San Francisco.

I have your letter asking how I obtained my first rise in salary. One word will say all there is to

tell about it — *work*. I never did anything else but work and look ahead. Promotion came, and with it increased earnings. There was nothing spectacular about it, but merely persistent effort to accomplish the task in hand, and be prepared for new tasks when opportunity offered or advancement brought them.

FRED L. HOWARD,

Member of the firm of C. A. Browning and Company, wholesale millinery and silk, Boston, Mass.

In reply to your request, for my experience and opinion on the subject of "How to Get Your Pay Raised," I would say that it has been only the ordinary progress from bundle boy to partner, rise of pay coming gradually as I earned it, and according to the general custom of advancing wages. I may say, however, that I was never deceived with the idea that there is any so-called "royal road" to a rise in pay, or any trick by which that end may be permanently achieved.

It seems to me of the greatest importance to have a correct idea of what valuable service is, and live up to that standard. Comparatively few realize that every employer wants the most valuable help he can obtain, and knows also that whether he will or not, he must pay the highest price for the best. Where there is one employer so shortsighted as not to see this, there are thousands who do; and therefore the effort of any one to advance on this premise

is not likely to fail. A wage-earner should always have in mind that there is but one limit to the wage an employer will pay, and that is the limit of the value of services rendered.

Again, the matter of remuneration for services rendered seems to be mostly in the hands of the worker, rather than in the hands of the employer; and where there is no spirit of unfairness on the part of either, the matter is practically self-adjusting. It is a most worthy ambition for one to aim for a rise in pay, if that ambition is based upon an honest purpose to give value for value received.

For simple manual labor, there is generally a fixed standard of wages; but for skill, energy, and efficiency, the standard, if any, is very elastic.

Good help is always in demand, and by far the most valuable asset of any business in existence. There is no greater menace to any kind of business than inefficient help. If this were fully realized by all employers, there would be less and less pay for the poorer sort and more for the efficient; and if it is realized by the employee, the employer and employee will have no trouble in getting agreeably together on the matter of wages.

WILLIAM B. HOWLAND,

Treasurer, "The Outlook" Company, New York City.

Of course, the only sound way to get your salary

raised is to earn more than you are receiving, and then wait patiently and cheerfully for the opportunity of advancement. Sometimes even this will not work, as there are many places where the scale of payment is so definitely fixed that when its limit is reached there only remains seeking a larger opportunity and better wages elsewhere. But enthusiasm for your work, whatever it is, a resolution to do it better than it has been done before, loyalty, integrity in the use of time and the use of materials, learning more about the business every day, using the increased knowledge when the chance to do so comes, courtesy, helpfulness, and a cheerful spirit, are bound to win in the long run, somewhere.

SAMUEL F. HUBBARD,

Superintendent, North End Union and School of Printing; settlement worker; Boston, Mass.

For many years I was on the road as traveling salesman, representing a Boston house in the West and South. The engagement was renewed each year. Whether I got my pay raised or not all depended upon the quality and amount of service rendered the previous year.

Let it be said that it was for the interest of the firm to continue the same salesman on a given territory year after year. It was bad business policy to make frequent changes. This fact enabled the salesman to receive proper consideration from the

firm. Or, in other words, the firm did not hold a "lone hand," and so the agreement as to salary was mutually acceptable.

The salary depended largely upon the net profits which the year's transactions showed; but this was not the only factor that determined my value to them. Had I held my old customers and made such new ones as might be expected, or had I become *persona non grata* with many of them, and therefore caused the house to lose old and valuable customers; had I sent in my orders with careful attention to details, or had I been lax and careless in such specific directions as were necessary to the proper filling and shipment of the orders: these and similar factors always came up when I was trying to sell my services at the best possible price for the ensuing year.

To know your goods, to know your customer and to be personally acceptable to him, to be accurate and careful as to details, to "play fair," to be a gentleman at all times, and to be everlastingly "on your job" — these are some of the elements which will help a whole lot in getting your pay raised.

JOSEPH LOWTHIAN HUDSON,

President, The Hudson Motor Car Company and The J. L. Hudson Company, Detroit, Mich.

Fifty years ago, when I was between fourteen and fifteen years old, I went to work in a clothing store

in Pontiac, in this state (Michigan). I remember very well that it was my constant fear I was not doing enough for the small salary I was getting, and so I kept at it from morning to night. I was always at the store before opening time, and always stayed until after closing time. I hardly knew what a vacation meant. I am sure my first rise in wages was caused by my great effort to earn what I was already being paid for. I did everything that came to hand — swept the store, cleaned the kerosene lamps, cleaned the windows, and did all sorts of work. I believe my success in life is more due to my ability to work, and to my keeping everlastingly at it, than to anything else.

ALEXANDER C. HUMPHREYS,
M. E., Sc. D., LL. D.

President, Stevens Institute of Technology, Hoboken, N. J.

I am firmly of the opinion that the young men of the country must look for success to persistent effort in living up to the responsibilities presented to them day by day, and this means that they must be careful in the doing of good work, no matter how insignificant that work may seem to the doer.

Especially is this lesson important today, on account of the superficiality entering into all the walks of life, including education.

How to Get Your Pay Raised

J. H. HUNT,

President, Hunt Brothers Company, growers and canners of fruit, San Francisco.

I remember but one instance in my career when I secured an advance in salary. That was in 1888, when I had used my head a little and saved the firm I was working for from a considerable loss, by merely attending to my business instead of being "asleep at the switch." The result was that I received a notice that my salary would be doubled, and I was promoted to a much more responsible position.

Later on I resigned to go into business for myself, when I received a letter from the head of the firm stating that if I ever wanted a position one would be ready for me, and they would be very glad indeed to have me back with them again.

HARRY BURNS HUTCHINS, LL. D.,

President, University of Michigan.

In my judgment the secret of success in any calling in life depends largely, first, upon one's preparatory training; and, secondly, upon one's ability to concentrate his thought and energies continuously for the accomplishment of the particular task in hand.

"Do your full duty, and do it now," is a motto that should be constantly before the young man who is seeking to establish himself in the world.

How to Get Your Pay Raised

ALBA B. JOHNSON,

President, Baldwin Locomotive Works; ex-director, Standard Steel Works, Philadelphia.

Having learned of a vacancy in the position of junior clerk, who was also the errand boy and mailing clerk, of the Baldwin Locomotive Works, on May 14, 1877, I made personal application for it from the late John H. Converse, who was then the active business manager of the works. To my delight I was accepted, and was immediately put to work.

Mr. Converse was a graduate of the University of Vermont, and whilst an undergraduate, had acquired the accomplishment of stenography and telegraphy. These had enabled him to become secretary, and later chief clerk, to Dr. Edward H. Williams, who had a distinguished career as a railroad manager in the West and the East. Dr. Williams had recently resigned his position of General Superintendent of the Pennsylvania Railroad, to purchase an interest in the Baldwin Locomotive Works, and Mr. Converse had followed him.

It was therefore natural that he should impress upon his beginners the importance of the aids which he had found to be valuable. He inquired whether I had ever studied stenography, and promised, should I take it up, to increase my salary as I acquired efficiency in it. Accordingly, I bought a copy of Ben Pitman's "Phonography," and went to work with such diligence that every waking moment, in or out of

the office, my mind was filled with this subject. I tried to follow the preacher on Sundays, and I got up at five o'clock weekday mornings to practice it.

The result of this intense application was that, on July 1st, I reported myself as being ready to take shorthand dictation, and Mr. Converse replied that from that date my compensation would be increased four dollars per week.

It would be impossible to follow the history of subsequent rises of salary. One by one the less worthy duties were assigned to others, and one by one new and more responsible duties were taken up. There was never a time when I could say definitely that I had been promoted to a higher position. It came as naturally and as regularly as my growth in stature or weight, and with each new responsibility the compensation increased to correspond with it.

I can recall but three definite promotions; first, after having shown considerable proficiency in looking after the contracts and sales, my rate of pay was very largely increased, as though my employers had suddenly recognized an unsuspected value in my services. This caused me to feel overpaid, and to doubt whether I could possibly render services of equal value in return. Second, when I was admitted to the co-partnership which for seventy-nine years owned and operated the business known as Baldwin Locomotive Works; and then when I was elected respectively vice president and president of the successor corporations.

DAVID STARR JORDAN,

M. D., Ph. D., LL. D.,

President, Leland Stanford Junior University, California.

I have been a teacher all my life, and in that profession rises of salary are normally made by boards of trustees at the suggestion of the president, and on the belief that it is for the interests of the university to give such accession. I have never asked for an increase in salary.

So far as I have been successful in the business side of my work, it has been because I have attended to each matter immediately on its coming before me, never letting any back work accumulate, and have tried to train myself to make quick decisions, at the same time endeavoring to be fairly just.

The principal increase of salary I have had came to me on being called from smaller positions to larger ones.

HARRY PRATT JUDSON, LL. D.,

President, The University of Chicago.

If I were writing to any young friend of mine who wishes to advance in his work, I should tell him simply to attend steadily to his business, do the best he can, and make it an invariable rule always to render more service than his salary requires.

How to Get Your Pay Raised

JOHN C. JUHRING,

President, The Francis H. Leggett Company, importers, manufacturers, and distributors of food products, New York City.

"How to Get Your Pay Raised" is a big question, but an easy one for the young man who combines honesty of purpose with efficiency, plus energy, and a determination to give his employer the best service he is capable of. Then, if the young man is inclined to practice economy, and resolves to assist in making his employer's business a success and to bend every thought and effort toward that end, he stands a first-class chance of pushing ahead.

Don't be afraid of work, and remember that success generally comes to those who adapt themselves to the needs of their employer's business.

The only way I know of to get one's pay raised is to try and deserve it. It is one of those questions which solve themselves for the young man who possesses energy and combines determination with enthusiasm and efficiency; and who resolves at all times to be loyal, and that he will give his employer the best services he is capable of, and bend every effort toward the success and progress of the business where he is employed. This applies to the cashier, department manager, and salesman, as well as to the errand boy and porter. The man who attends strictly to

business, having a high regard for honesty as well as economy, always stands a first-class chance of promotion when the opportunity arrives, and of getting his pay raised.

Whatever little success I may have obtained came to me as a result of earnest, hard work, close application to the welfare of my employer, and always working in harmony with other employees, who were also studying the interests of the business.

Success in the business world is a question of hustle as well as of struggle, and it is becoming more so every year.

If a young man expects to progress and move ahead, he must adapt himself to environments, work persistently and effectively, study the business engaged in, no matter what it is, and feel that every man's work in the establishment is his work, so that when one clerk is absent he can take his place, and thus fit himself for greater responsibilities. This is essential to the man who is ambitious to fill the place of the man higher up, when the opportunity arrives.

In this way we become what we make ourselves, through development of the mind and the determination to be useful as well as successful.

W. G. Colville says on this subject: "The grandest truth that can ever be insisted upon, and at the same time the most convincingly rational, is that we are not machines, moved automatically by extraneous agencies, but self-directing entities with power to will our own destinies, now and always."

How to Get Your Pay Raised

GEOFFREY B. LEHY,

President, W. S. Quinby Company, coffee and tea importers, Boston, Mass.

Complying with your request, I beg to say that my recollection of circumstances connected with rises in wages which I received are too indistinct to be properly set down for the guidance of others. However, as I am now close to the pension age, my views from the point of any observer and employer may interest you.

I believe the best way for a man to obtain an increase in his wages, or, as you put it, "to get his pay raised," is to fill whatever position he is occupying in such a satisfactory manner that he becomes the logical and desired one to fill a vacancy higher up, when such a vacancy occurs. He should do his work so well that he attracts attention to himself; he should train himself to do the work of the man next above him. This all means to do more work than he is expected to do; to do better work than he is expected to do; to do better work than his position ordinarily calls for.

Further, he should be always loyal to, and even enthusiastic for, his house. This, at times when there are seeming injustices done him or when suffering from mental depression, will require the exercise of much will power; nevertheless, interest and loyalty must continually exist in order to obtain ultimate and substantial success.

Ability, honesty, alertness, faithfulness, are the four corner-stones on which rests the structure of success.

FRANK L. LOCKE,

President, Boston Young Men's Christian Union; ex-superintendent, Boston Rubber Shoe Company; Boston, Mass.

My first increase in salary came with a change in position, and immediately succeeding advances were the natural increases coming somewhat automatically to one in the public service in which I happened to begin.

Of far more importance to me was the complete change in business made early in my career. A civil engineer by profession, I had been employed some seven years after leaving college in a position where I had grown to feel dissatisfied with my progress, and somewhat doubtful of the advisability of remaining longer in that sort of employment. It had been my practice for some time to lunch regularly with three friends, one of whom was the private secretary of the president of a very large manufacturing concern. One noon, in response to this friend's question, "How is business?" I expressed, with some considerable force, dissatisfaction with my job, and a desire to make a change. My friend's second question was, "If you could pick out the position which in every way suited you, just what kind of a place would you

select?" To this I replied that I should very much like to go into some line of manufacturing, where there would be an opportunity to learn the business, with the possibility of ultimately becoming superintendent or manager of the works.

Little further was said on the subject, and I had entirely dismissed the matter from my mind, when I was very much surprised one morning at being called on the telephone, and asked by this friend if I was still anxious to make a change in business. On being assured that I was, he said that his employer would like to talk with me regarding a proposition which he felt sure would interest me.

Within fifteen minutes I was in the manager's office, and within a few days had arranged to enter the employ of this large concern, to undertake some special engineering work, which later led to my appointment as assistant superintendent, and afterwards as superintendent of factories.

I do not recall that I ever directly made a request for increase in salary, although I am not sure that I may not have offered at some time a delicate hint in this direction.

I am prompted to repeat the wise counsel given me, on leaving the Massachusetts Institute of Technology, by the President, General Francis A. Walker. Two positions were open to me, and I had sought his assistance in deciding which to accept. He declined to advise me, saying that it would be far better for me to make my own choice, but offering a suggestion,

which, in his opinion, was of far greater value; namely:

"In whatever position you are employed, always remember to do the job a little better than the boss expects."

My own business experience has given repeated proofs of the worth of this counsel, which I have endeavored to keep constantly in mind, and which I have many times repeated.

GEORGE H. LOCKE, B. Paed.,

Chief Librarian, Public Library, Toronto, Ontario.

It seems to me that the best way to get one's pay raised is to prove that one is doing work which deserves additional recognition, and to demonstrate this, by the character of the work itself, and not by any interview with one's chief, or by discussions with the rest of the staff. Kipling's advice, "to obey orders, and keep abreast of the files," still holds, but this will not earn rapid promotion. Intelligence displayed in trying to master the history, principles, prospects, and possibilities of a trade are what eventually make for promotion; for if recognition does not come from within one's local business, it is bound to come from some outside, perhaps competing, firm, which recognizes the interest taken and the intelligence displayed.

The day's work should cease promptly, so far as the office is concerned; but there comes the leisure

time of a boy, part of which might be employed in seeking to make himself more valuable, more intelligent in his knowledge of the business in its relationship to other aspects of commercial life. Illustrations of this occur to me in looking over the Reference Library Reading Room on a winter's evening, where may be seen some lads pursuing just such work.

Another aspect of success consists in being an intelligent conversationalist. This makes friends, and friends make success. To accomplish this, it is well to have a hobby, an avocation, which calls one away from his daily grind or vocation, but which just as definitely is a call.

To be interested is to be interesting; and the man with a hobby is nearly always an interesting man. If he rides his hobby too hard, we call him a crank; but even cranks are preferable to wooden persons — even if the wood be highly polished.

GEORGE E. MacLEAN, Ph. D., LL. D.,

President, State University of Iowa.

It is difficult to tell what led to my success, because of the many factors involved in any man's success. I have always been too busy to reflect much about success, nor have I labored consciously for success.

Laying aside my choice of good grandparents, and my good fortune to be born in New England of hon-

est and not rich parents — I was consecrated to education. I chose the right college — Williams — and under the influence of Mark Hopkins and his colleagues learned to think for myself, and to see the importance of having, as the supreme purpose in life, the doing of good. I also learned to live philosophically; that is, to work and wait, and to use all fair means to bring things to pass.

A motto from Dickens helped — "It 's dogged as does it."

Time and again I paused in my career to get more education, at home and abroad.

I never sought a place, believing that the place should seek the man; and I never asked for a rise of salary but once, and then in the interest of others as well as myself, but did not get it.

Omitting many factors, from this brief answer, making for success, I cannot conclude without mentioning a great one, which I propose to acknowledge in my epitaph: "Fortunate in his friends."

HUDSON MAXIM,

Inventor, mechanical engineer, Brooklyn, N. Y.

The first wages I ever earned were paid to me in the shape of a silver twenty-five cent piece. I helped my father do Deacon Bartlett's haying, and I helped get in fifty tons of hay. I helped spread the mown

grass in the sun to dry, helped rake it, and laid every load of it, and helped stow away every load of it in the mow.

I was twelve years of age, and hard as nails. I had never yet worn a hat or a pair of shoes, summer or winter.

As soon as I got the twenty-five cent piece, I ran all the way to the general store at Abbott Village, a distance of about three miles, and bought a primary geography. Then I ran out into the nearest field, climbed up on to the top of a big stone, and looked up France, to see where Napoleon lived.

From that time until I was nearly twenty-five years of age I had a pretty hard struggle to scratch together the money for the three great essentials — education, food, and clothes.

I remember that one summer I worked on a stone quarry, at Hallowell, and earned thirty dollars. With this thirty dollars I paid my tuition at Kent's Hill, bought my books, paid room rent, and boarded myself for three months! I lived almost entirely on brown bread, pork, and beans, with occasionally a little milk. It cost me between seventy-five cents and a dollar a week.

I never held what might be called a salaried position until after I was thirty-five years of age. As soon as I left school, I went into business for myself. I have, since I was thirty-five years old, held several salaried positions, but these positions have been mainly as consulting and advising engineer, and have been

mostly in connection with my own inventions. I may say that it was through my own inventions that I got my first salary.

When I was a youth in Maine, the great problem which I had to contend with as a worker was not so much for increase of wages as for something to do at all, and for a place to work where I could get plenty to eat. I often worked for the farmers in the summer. Some of them were what is called "good providers"; that is to say, they fed well; but most of them were bad providers, and fed very poorly.

One summer nearly all I had to eat from one end of the season to the other was buckwheat flapjacks and maple syrup. There was not an unlimited quantity of these, and the one who could eat the most in the least time generally fared the best. I have never yet recovered from the hurrying habit at the table, and still have a sort of subconscious fear that somebody else will get the food away from me.

My father once put me out to work for my board and clothes until I was twenty-one. My employer was a retired sea-captain, turned farmer. The apples in his orchard were just beginning to be eatable when I went there. As what was provided for the table would not keep a family of mice from perishing of hunger, I lived on apples until cold weather came; then I went home. I learned afterwards, through a neighbor, that the old sea-captain's family used to fill their own maws on the side, and that the table was set especially for my own un-benefit.

As you will see from the foregoing account, most of my work during my youth was by the day and for very small wages, and generally at very hard labor, on farms and in sawmills and on stone quarries. My first real salary was for teaching school.

During most of my life I have been my own employer, although I have held several salaried positions, but mainly as consulting engineer in connection with my own inventions, and when I have succeeded in getting a rise of salary, it has been due to some new invention.

I have always been a very hard worker.

J. HORACE McFARLAND,

President, The J. Horace McFarland Company, Mount Pleasant Press, Harrisburg, Pa.

I have practically been all my lifetime virtually my own employer. . . . I have had considerable experience in listening to the people who ask for salary rises. It is seldom I care to listen to these pleas, because, when the man is in my own shop, I know whether he ought to have the rise before he has gotten the first ten words out, and I am mighty glad to give it to him in the most complimentary and convenient fashion possible.

That is, if the fellow who wants more money makes himself worth it, the chances that he will miss out are mighty remote.

I have always had my gun ready for the fellow

who wants his salary raised just because he wants it, and principally because he thinks it is time he got it, and not by reason of anything he has done to deserve it.

FRANK LeROND McVEY, Ph. D.,

President, University of North Dakota.

Such success as I have attained has been due to the holding to a given purpose.

I settled in my sophomore year in college what I expected to do, and I have held steadily to it from that time to the present.

There is, perhaps, one other thing that might be regarded as a factor, and that is the attempt to know a little something about a few things, so that this knowledge would be in advance of that of most people upon the subject.

Consequently, with the first purpose in mind, and with the intention of increasing my knowledge of specific subjects, I have been able to fill the positions that have been open to me from time to time.

SAMUEL CHILES MITCHELL, Ph. D., LL. D.,

President, University of South Carolina.

I regard purposefulness as a first essential to success. Sometimes we call it "stick" or grasp. The man who has this potency of the will is able to see

clearly his objective, and to judge wisely of the right means of achieving. The strength of his purpose reinforces his character in all the primal elements of efficiency. To the earnest man opportunities open as a matter of course, and the confidence of the public is won.

Speaking personally, I may say that I regard poverty as a great spur to the average young man. In my own case, the friendship of a noble man, won while I was an errand boy in his store, proved the pivot of my whole life.

DANIEL P. MORSE,

President, Morse and Rogers, wholesale distributers of boots and shoes; ex-president, Arkwright Club; New York City.

As an employee, the first rise I ever received was by earning more than I was getting, — earning it so emphatically there was no question but what I was entitled to the rise. All other rises that I received were exactly on the same basis, and I found my employers just as willing to meet me and be fair, as I was anxious to meet them and be fair with them.

My thirty years of experience as an employer have led me to believe that the employer is entirely willing to raise the salary of an employee, when he shows his ability to earn more than he is getting. In other words, where an employee "makes good" he has no trouble in getting an increase in his wage.

How to Get Your Pay Raised

WALDO NEWCOMER,

President, The National Exchange Bank, of Baltimore.

My first position was with a steamship company, just after I had finished my college course, and I started to work with no understanding whatever as to what my pay was to be, but received six dollars per week, until the beginning of the following year, when it was raised to eight dollars. From then on, various rises were made, always absolutely voluntarily on the part of my employers, and with no hint or suggestion from me whatever.

I have always tried in all positions, not only to do my work to the best of my ability, but to be perfectly willing to do anything else in my employers' interest, that did not conflict with my direct duties.

In my later experience, where I have seen a great deal of the careers of other employees, I have seen pay raised from time to time in answer to a request; but it has been my experience that the man who followed the above principles fared better in the long run, always provided that his work was thoroughly satisfactory. I think the average employer means to do fairly, and appreciates services on the lines referred to.

I think it is only fair to mention, that, in my own case, I possessed independent means, so that the question of the size of my pay was never the vital question of support, that it sometimes is, and to that extent

I was in a better position to follow my own rules than some others would be.

In my opinion, an employee is perfectly justified in asking for higher wages when the circumstances are such that he is not able to live in the station of life in which he belongs on what he is receiving, or if he can demonstrate to his employer that his pay is unreasonably low; but in order to do this, he must be very sure of his facts, and not be actuated purely by the very natural and absolutely universal desire for higher pay, and, furthermore, must put his request in respectful language and bring it up as an ordinary business question, and not in the shape of a strike.

FRANK C. OSBORN,

Consulting Engineer, Cleveland, Ohio.

The first position I obtained after graduation was held for a period of about five years. During this time my salary was raised frequently in small amounts, until, at the expiration of five years, my salary was three times that with which I started.

At no time did I ask for a rise or suggest it. In fact, each increase in salary came as a surprise to me. I can only assume that my employers felt that the work I was doing, and my interest in it, justified an increase. The work was very interesting, and I endeavored to do it to the best of my ability, and to qualify myself for the work which was being done by those above me.

How to Get Your Pay Raised

DAVID McLEAN PARRY,

President, Parry Auto Company, Indianapolis, Indiana; ex-president, National Association of Manufactures of the United States, and Carriage Builders' National Association.

My advance in the commercial world from a farmer boy is so simple and uninteresting that it is impossible for me to write anything interesting about it. Such as it is, however, I take pleasure in giving you.

My life, up to sixteen years of age, was the ordinary life of well-to-do farmers of fifty years ago — all work, no play. As a boy I used to think my father unkind and exacting, particularly as other boys in the neighborhood had many holidays and every Saturday afternoon, while with me it was work every day except Sunday, when church and Sunday school took up almost the whole day.

We had three to four months of school each year, with incompetent teachers; but, fortunately, my mother was an educated woman. In the evenings, she gathered her children about her, and thus we were given such education as we have.

At the age of sixteen, I was offered a situation in a village store at ten dollars a month, and boarded myself. I was working in this position nearly a year, when a gentleman from another town, who no doubt had been watching my work, offered me four hundred dollars a year to sell goods in his dry goods

store. I did not seek the position, but accepted it.

Many years after, I asked this man why he offered me four hundred dollars a year, when he knew I was receiving only one hundred and twenty. The answer was, "I noticed that when you were not waiting on a customer, you were always busy, without waiting for some one to tell you what to do."

I never during my life asked for an advance in salary, but I will tell you why it was given me: I made my employer's business my business, always doing all and more than was expected of me, not only in the particular work that was given me to do, but in everything that was in any way connected with the business, giving attention and thought as to how any part of the business could be bettered, how better results could be obtained either in quality, quantity, or economy. Always being sure my suggestions were worth consideration, I made my head keep up with my hands, and always tried to do more and better work than any one with whom I came in contact.

It was not long until I was *invited* to give my views; a little later my *advice* was asked. I was getting valuable to the concern. My wages not only advanced, but I was offered an interest in the business, and as the older members became less active, I was made the head of the company.

There is no short cut to success. It means long, hard, determined work. Confidence — yes, you *must* have it, else you will not succeed. Others will put confidence in you only as they learn that you have

confidence in yourself, and show your ability to make good.

I would advise the young man or boy to keep in his mind: There is more danger in leisure than in labor.

Take interest in what you do, and you will get pleasure out of it.

Don't kill time; you need all the time there is.

Don't wait for some one to tell you what to do. You will *know* what to do, if you keep your eyes open, and are interested in what you are doing.

If you do this, you will not have to ask for a rise in pay; it will come to you.

GEORGE F. PAYNE, M. D., Ph. G.,

President, Atlanta College of Pharmacy, Atlanta, Georgia.

The best assistance to getting one's pay raised is often found in the experience of others. Therefore, I will give some of my own experience in the past in regard to my advancement in such matters.

Such matters as this are largely reminiscent, and we are not always sure that what we have done in the past could not be bettered if we were acting under our present experience; but, after all, it is surprising how the individuality of a person runs through his whole life.

My first experience as a clerk was when I was

eight years old, and during those days I always clerked in a store when I was not going to school. My pay was small, and I never had any idea that I was particularly bright, but I soon recognized that what people around me characterized as stubbornness was simply a fierce determination to succeed in things, or die in the attempt; and while I was blamed for hard-headedness, my everlastingly keeping at things, and carrying them out in every way in my power, was one cause of my advancement. My natural kindly feeling toward others, and getting in touch with their actual conditions, and sympathizing with them, and at the same time everlastingly keeping up with what customers told me in regard to how they wished to pay accounts and when, and to all other peculiarities, brought appreciation and recognition.

My boss was accustomed to give me very explicit instructions as to how to "blow up" and scold customers who did not pay their bills. Boy as I was, this seemed to me to be the last way on earth to get people to pay their bills — I just naturally felt that most people would like to pay their bills if they had the money to pay them with, and if they were treated as I would like to be treated if I was in their place and they in mine, they would naturally favor me in their payments. Consequently, I was remarkably successful in this direction. This, of course, caused me to be more valuable, and was the cause of several advances in my income.

An earnest desire to aid the proprietor, and relieve

him at every opportunity, caused my hours to be longer than they would otherwise have been, but caused my salary to be better. Working hard to fit myself to be thoroughly capable of doing anything and everything with which I came in contact in the business in a first-class manner was also the cause of a portion of my advancement.

One of the handsomest expressions of appreciation I ever secured from a proprietor was due to my always working myself to the very limit, to show him that when he was absent I worked harder and was even more attentive to business than when he was present. He took me into business with him, and stated that he believed that I made more money when he was not present in the store than when he was there; and he hardly understood how I did it, when I was losing the actual work of himself. It was done, however, by the fiercest kind of hard work, for his assistance was very valuable indeed.

Above all things, if you wish to get your salary raised, show the boss, as soon as you can, that you are honest; don't drink, don't smoke cigarettes, and don't gamble, and save him in every way that is practicable. If he wishes to write, or to work, in an uninterrupted manner, put your wits to work to try to relieve the situation, so that he will be uninterrupted. In other words, try to be a directing brain for the establishment, without presumption or conceit, but with quiet competency. If there are things that the proprietor does not care to trust to

you, make it a point to learn them so well that he will be glad to trust you. Don't watch the clock. To work over the time required is always appreciated, though you may not think so. Proprietors generally are watching the young men around them, and good character and energy are bound to receive their reward and pay in ways sometimes totally unexpected.

I was once offered a position as a teacher in a large college, among fifteen hundred students, in the largest city in the country. I was only twenty years old, and it was the result of modest, untiring work. I did not have the slightest idea that I was doing any better than the average, but was doing, as the expression is, "my durnedest," when I was privately called up and offered the position, to my utter astonishment. And when I asked why it should be offered to me rather than to some of the many others, I was asked, "Why, don't you know that you have done better than any one else here?"

On another occasion, the chairman of one of the state boards called upon me and offered me a position which paid double the salary which I was then making — which I promptly refused to accept. The chairman appeared to be much astonished, and said, "Why, there are forty-odd applicants for this position, and here we offer it to you, when no effort has been made on your part to secure it. It is certainly a great compliment, and why do you turn it down?"

I replied that if I accepted a state position, I

would become somewhat of a fossil, relying on the strong arm of the government, and would probably get on in life, and, about the time I was n't fit for anything else, I would probably be kicked out, and would never have accomplished any more success than this position afforded; that I would rather fight my way along out in the great world; that I was only twenty years old, and had already gotten a fair start, and I felt it my duty to myself to keep pushing ahead, and not to settle down into the soft snap of an easy job on a good salary.

There *was* a state position, however, at that time, which paid the same salary as that of the governor, which I did want, but I did not say so, and which, if I got, I intended to keep only a few years. I secured it later.

Some increases of salary have come to me from asking for them, but I never asked for a salary increase until I was fully aware in my own mind that I had demonstrated my ability and right to more wages. Most of my increases and advancement, however, have come without solicitation on my part.

Remember, above all things, that it 's brain and perseverance that win out. The brain is capable of wonderful things, if it is kept everlastingly at it. We inherit from our predecessors for generations back a brain tissue that is wonderfully capable, but it needs to be educated to considerable self-sacrifice to meet our requirements.

Before I close, I wish to call attention to the

point that you may get your salary raised, and raised again and again; but when depression comes in business, it is the men who are working for others who will be dropped from the business before the proprietors themselves, and it behooves you from the very first to begin to save a fair percentage of all you make. Whether as a clerk or a proprietor, this is important. A clerk faces the possibility any time of conditions being such that it is difficult to secure employment, and the proprietor finds at times that his business is not what he would like it to be. Hence, even as a proprietor, do not keep your nose too closely to the grindstone — so close that you cannot look over the top of it. Do not steadily put all your savings back into your business, after it is no longer an absolute necessity; but try to have some other property upon which you might fall back should affairs so shape themselves that your original business is not what it was, or if you should care to change it.

It isn't always the amount of salary that fixes the man's status, it is the amount of salary which you save, and the way in which you utilize it, which will enable you to advance. People are very much inclined to value and esteem others largely by what they have, and not by what they have made, or have spent.

So, everlastingly bear in mind the importance of saving a fair percentage of what you make, and investing it in a safe and proper manner.

Four times I have had to swim for my life under very trying circumstances, and I don't claim to be much of a swimmer, either: once in a freshet in an inland river, and three times in the Atlantic Ocean. The least despondency, in either case, would have been fatal. In one case I was caught between two islands in a high gale, with a friend larger than myself. I thought he could swim better than I could, but the situation was desperate, and he threw his arms around my neck in the deadly death-grip. I was feeling blue about my own chances before this time, but the determination to win rose in me, and I saved both him and myself; but many a weary foot I fought along, wondering if I was really gaining on the tide, as it swept over the low beach as fast as I could swim. I never even thought of turning my burden loose. It seemed that I was only struggling, and not advancing, when my toes struck bottom.

It is this body, heart, and soul determination to win, with all it means in activity of brain and body and sacrifice of self, which causes men to succeed.

CARROLL G. PEARSE,

Superintendent of Public Schools, Milwaukee, Wisconsin.

The best way I know of to get your pay raised is to be worth more than you are getting. The person

who is interested first in the work he is doing is much more likely to be put where he gets more pay than is the one who is interested primarily in the amount of pay he gets for doing his work.

F. S. PEARSON,

Consulting Engineer, New York City; president and director of various tramway and light and power companies in both North and South America.

It would be difficult for me to give any definite facts regarding salary, as my life work has been so varied, and has changed so often, that it would be difficult for me to point out any specific instances where my salary was raised.

As a young man, I was of an enthusiastic nature, and more interested in my work than in the salary I was receiving, and gave very little thought to what my compensation was or might be in the future.

BERNARD J. ROTHWELL,

President, Bay State Milling Company; ex-president Chamber of Commerce; Boston, Mass.

My early experiences in bread winning were entirely commonplace. The firm I was with had a fixed scale of annual increase in the junior ranks, say

fifty, seventy-five, and a hundred dollars, which operated automatically.

I tried to understudy the duties of the next position ahead, and when a vacancy occurred I asked opportunity to show whether I could fill it satisfactorily.

I tried to inform myself regarding the various influences which affected the business, so I gradually made myself more valuable to my employers.

Usually they voluntarily recognized this fact; occasionally they had to be reminded. As a rule, however, I had no serious difficulty in obtaining what seemed to me equitable.

ISRAEL PARSONS RUMSEY,

Commission Merchant, Chicago and Lake Forest, Illinois.

After an academy education, the winter I was seventeen years old my father insisted on putting me into my uncle's wholesale and retail dry goods store in Buffalo. At first I objected, as I intended to be a farmer. However, I went to work there at twenty-five dollars a year and board, sleeping in the store.

My work was carrying bundles, packing goods in the evening, often until ten or eleven o'clock, cleaning the street to the middle once a week, putting up and taking down the blinds, which were about all that I could handle, as I was quite small for my

age. The second year my cash salary was doubled to fifty dollars, but not asked for, and my work added to by being given charge of the coarse goods, such as denim and sheeting, which were kept in the basement. The third year my wages increased to one hundred and fifty dollars, while my work changed to keeping the stock in the wholesale room and packing at night. The fourth year they wanted to raise me to three hundred dollars. Then I asserted myself and made a demand for four hundred dollars cash, saying I would pay for my own meals.

At the close of the fourth year, when I was twenty-one, I decided to go West. Early in the spring of 1857, I reached Keokuk, Iowa, April 12. It looked like a prosperous wholesale city. But it was a year of severe panic. I secured a position in a hardware store at two hundred and fifty dollars per year and sleeping in the store, seeing many turning back to their eastern homes unable to find work.

A month or two later the proprietors, who were two brothers, not being able to meet maturing bills, sold out to their uncle in Troy, N. Y. Thinking I would not be needed, I bought out the "Gate City" paper route for one hundred dollars, one-half cash and one-half to be worked out in a news depot, and began distributing papers over the Bluffs and through the business portion from one o'clock in the morning until seven. But when the uncle arrived he wanted to employ me, offering me three hundred dollars. As I was making more than that carrying papers, I

demanded four hundred dollars, to which he assented, saying, "I must have you, and now you hire my nephews and run this store for me." So I sold my paper route and turned boss of the hardware. Next spring, April, 1858, the uncle instructed me to move the stock to Chicago, which I did, with the help of his nephews, and turned it over to them, "Hitchcock and Brother."

That summer I took lessons in a commercial college, in the fall securing a situation at six hundred dollars a year with Flint and Wheeler, a heavy commission house, receiving grain, flour, hides, dressed hogs, seeds, etc. I took to flour. So when I had any time, besides paying freight and weighing dressed hogs, the mail, etc., I tried to sell flour.

I seemed to satisfy, and so they soon allowed me to buy a saddle horse to enable me to expedite my work, thus giving me more time for selling consignments. Later they raised my salary to eight hundred dollars without my asking.

My motto has always been to "be equal to the emergency."

The Civil War broke out, and, contrary to my employers' wishes, I enlisted, April 23, helped to organize a battery of light artillery, and against my protest was elected a lieutenant. The battery left Chicago June 4. I was with Gen. U. S. Grant in his first battle, Belmont, Mo., Nov. 7, 1861; was chosen by Gen. W. H. L. Wallace as his assistant adjutant-general; was at Fort Henry and Fort Donel-

son, Tennessee, Feb. 13 to 16, and at Shiloh, where General Wallace was mortally wounded. I was then promoted and returned to my battery, Taylor's Chicago Battery, promoted to captain during Vicksburg, commanded same under Gen. William T. Sherman until the expiration of my term of service, in 1864.

Returning to Chicago, a position with a large commission firm was offered to me, with a salary of eighteen hundred dollars, and I was to have charge of the flour department. I accepted this position, and at the end of the first year on salary, I began business in the commission business, which I have continued to follow at the head of my firm through a number of changes until the present time.

I now have as my partners (who are now in charge of the business) my eldest son and Mr. Frank Bunch, the firm name being "Rumsey and Company, Chicago." Mr. Bunch has been in my employ since he became twenty-one (eighteen years), and in January of this year was elected president of that great institution, the Chicago Board of Trade.

HENRY T. SCOTT,

President, Pacific Telephone and Telegraph Company, San Francisco.

By attending strictly to business my ability was recognized by my employers. I never had to ask for an increase in salary.

How to Get Your Pay Raised

A. L. SHAPLEIGH,

Treasurer, Norvell-Shapleigh Hardware Company, St. Louis.

My first rise in salary came unasked. I was a bank clerk in a subordinate position, but made it my pleasure at odd moments to learn the jobs that men drawing higher pay were holding. Consequently, when an absence occurred, naturally I was put in the place of the absentee. Later advances in salary I attribute to the fact that I seemed always to be ready to do just a little bit more than I was employed to do.

At the present time, whenever a vacancy occurs in our business, which I am called upon to fill, I first look around among the men who are not out of the house at the first tap of the bell, but who take sufficient interest in their work to complete what they have set out to do for the day, even if it does take a little overtime.

My observation is that "clock-watchers" are slow in advancement.

DAVID SNEDDEN, Ph. D.,

Commissioner of Education, of Massachusetts.

I lived at home during my boyhood, and after graduation from college, at the age of nineteen, took a position in a country school as teacher, at sixty

dollars a month. After one year there, I was invited to take a larger school in a more central location, at a salary of about eighty dollars per month, as I recall. From that position, after one year, I was given the principalship of the schools of a town of about three thousand at an advance — a salary of one hundred dollars per month.

So far as I am able to determine, my promotions were due to the fact that in each case my work had seemed to commend itself to the people concerned, and there had been made few mistakes.

I think that during these years I regarded all of my work as being essentially that of an apprentice who was trying to learn the business. I recall that I spent a fair portion of my salary for educational books and journals connected with my profession, and also in traveling some distance to attend professional gatherings.

WINTHROP W. STONE, Ph. D., LL. D.,

President, Purdue University, Lafayette, Indiana.

If I have had any success, it has been because I stuck to my text and worked diligently at the day's task.

I have never applied for an appointment to any position, or asked for an increase of pay. My philosophy has been that a man who works faithfully at his job will receive such reward as he deserves. I

preach this to our young men; not to be seeking preferment, but an opportunity to work.

ELIHU THOMSON,

Electrician, inventor, Swampscott, Mass.

Some men care less for salary than for the opportunity to do the work they are best fitted for, in their own way and in their own time. I think that the best way to get pay raised is to make it quite evident that it ought to be, on the ground of the increase being deserved.

JAMES WILLIAM THOMSON,

Rear-Admiral, Chief Engineer, retired; United States Navy.

I am an officer in the United States Navy, and have been from boyhood, having entered the service in June, 1856, and am now on the retired list with the rank of Rear-Admiral. So the way my rises came from time to time was by promotion, and promotion came when there was a vacancy, I being eligible from having performed my duties satisfactorily and passing the prescribed examinations.

The best advice I can offer for success in any walk in life is:

Attend to whatever you are doing as if it was for yourself alone.

Push.

Master all details, no matter how trivial.
Don't let up, but look ahead, and a rise will come.

CHARLES F. THWING, S.T.D., LL.D.,

President, Western Reserve University and Adelbert College, Cleveland, Ohio.

In answer to your letter regarding how to get your pay raised, I beg leave to say that power represents the agency, and opportunity the condition.

The two elements are to be united:

Power without opportunity is ineffective; opportunity without power is unavailing.

ERNEST T. TRIGG,

General Manager, John Lucas and Company, paint and varnish makers, Philadelphia.

My first position was that of an office boy in a broker's office in Chicago. My duties consisted of a little bit of everything around the office, with plenty of time in which to do it. After I had been in the office a few weeks, my employer asked me why I did n't utilize the spare time I had in some way to improve my own condition, instead of fooling the time away, as boys usually do.

This suggestion started me thinking, and a few

days later I asked him if he could suggest any way in which I could put his advice into effect. As there was a typewriting machine in the office, and as he had a good many letters to write every day by longhand, he advised my learning stenography, telling me that if I would get myself in shape to take his letters for him in shorthand and write them out properly on the typewriter, he would double my wages.

This looked mighty good to me, and that very night I started taking lessons in stenography at night school. I went to this school two nights a week, and used my spare time in the office, studying the shorthand as hard as I could, and practicing on the typewriter. At the end of three months I was ready to take up that part of the office work for my employer, and my first rise in salary followed immediately, in accordance with his statement.

On mentally reviewing the twenty years I have been in this line of business, during which time I have made but two changes, I cannot recall ever having given the question of salary very much consideration. Instead, I have been so much in love with my work that I have devoted my time to thinking about it and how the business with which I was associated could be improved. Since starting to work in the broker's office referred to above, in 1892, I have never once asked for an increase in salary. The increases have come voluntarily, and

I account for it by the fact that I have always taken the keenest possible personal interest in the welfare and development of the business. I believe that is the surest foundation on which a young man can build for the future. If the employer is impressed with the interest taken and the results secured by honest effort on the part of the young man, the question of compensation follows as a matter of course. And I think it is a very safe rule to depend upon the employer's knowing whether or not the young man is taking an interest. Business houses, generally, are looking for just such young men constantly.

FRED H. TUCKER,

Member of the firm of Farley, Harvey and Company, importers and wholesalers of dry goods, Boston.

I was working for two dollars per week in a wholesale dry goods store, and borrowing money from a friend to pay expenses. As the year went on, I realized that unless I got a good rise in salary, I should soon be badly in debt. I, therefore, made up my mind that I would do more work than any other boy in my department, and soon succeeded in accomplishing this result.

At the end of the year I went to the member of the firm who arranged the salaries, and asked for a larger increase than it was his custom to pay.

He said it was impossible to give it to me. I replied that I must have it in order to pay my expenses, and that he could pile on all the work he wanted, and that I would work evenings, early mornings, or late at night, but that I must get the increase I asked for and was willing to earn.

My future advances came in about the same way. I knew that other boys were getting less pay than I was, but I also knew that they were doing considerably less work; and when a little later I saw an opportunity to fill a hard position, I asked for it. My previous record helped me to get it, and with it a good increase in salary.

The only suggestion that I consider practical to make to a young man who wants an increase of pay is: Do more work and better work than those you are working with; and with any fair-minded firm you will not have much trouble in getting increases in pay, which will be larger than the average of the other men who are working with you.

Any good business firm knows when it gets a bargain, whether it is in merchandise or in employees. And if you make yourself indispensable to your firm or to your department, sooner or later you will receive the salary that you are earning; but to expect a rise in salary simply on basis of length of service is not a sure way to get it.

Quality, not quantity, of service is what is demanded in any successful business.

How to Get Your Pay Raised

JOHN A. VOODRY,

Insurance Expert, Boston.

In the month of June, 1888, at the age of nineteen, I walked into the counting-room of the W. M. Company, in the town of L———, and introduced myself to the general manager, stating my errand as follows:

"I would like a position with this corporation as a clerk in your counting-room."

"What experience have you had?"

"One year in the office of the B. & M. Railroad, doing freight division work."

"How much did they pay you?"

"Thirty dollars a month."

"Let me see a sample of your penmanship."

I wrote several lines and addresses for him.

"How much do you want a week?"

"What I am worth to you."

"How am I to know that?"

"By employing me and judging for yourself."

"When can you go to work?"

"Any time."

"Take off your coat and start now."

So I started at once to get acquainted with my job.

At the end of the week they paid me seven dollars. My board and room being only four dollars

and a half a week, and having plenty of clothes, I felt quite comfortable. To be away from home and be my own master was a source of constant delight to me.

At the end of two or three weeks I was made timekeeper of about three hundred and fifty men (carpenters, plumbers, line men, and general out-of-door laborers, tearing down mills, cleaning up yards, carting away debris, working inside, etc.). At the end of the first week, I reported many of the men as undesirable. They were either lazy, indifferent, or busybodies, interfering very much with those who were willing to do a good day's work. The names of the men were asked for, and they were discharged at once. My next week's envelope contained eight dollars.

I was much pleased, so I entered still more ardently into my work, in the interval doing extra jobs that my position did not call for. I found by going my rounds among the men that, after 5:30 P. M. (the mill closed at 6 P. M), I could not find any of them on their jobs; so I investigated the cause, and found they took thirty minutes to wash up in and get ready to go home. I reported this fact to the company, and we reduced this to five minutes, thereby saving twenty-five minutes a day on about three hundred men. For this I received another extra dollar in my pay envelope, making nine dollars.

A short time after this I was taken into the count-

ing-room to do general office work and wait on the heads of different departments, taking the names of late help and making myself generally useful. As I found that I could do extra work, I asked for it; and by getting in early every morning, and staying after hours every night, I was shortly rewarded with another dollar, making ten dollars per week.

One day, while going through the mills on an errand for the superintendent, I noticed a big pulley in No. 1 Mill that was very wabbly, and reported it to the office.

The boss machinist, whose duty it is to take care of such problems, was notified, but neglected to attend to it. Several times during the day I reported this matter to the office, and urged again that the matter be investigated, but without avail. That night, just as the mill was closing, the whole No. 1 shafting fell down. A few were killed, and many injured. The cost to the mill was very large indeed.

The fact that all this could have been averted, had my timely warning been heeded, was greatly in my favor. The fact that I was interested in the mill and its work, and was obliging, courteous, and energetic, brought me another rise, to eleven dollars.

About this time the head salesman connected with the yarn department, a man of wonderful energy and sagacity, was made assistant treasurer of the mill. This man worked night and day for months to secure the reward that came to him; and I would say that, at the present time, he stands at the head of his

chosen profession, acknowledged to be in his line the peer of any man living.

This was a tremendous factor in my career, for this man had always been interested in me, giving me lots of good advice and helping me over the hard places. I loved him for his interest and kindness to me, so I rejoiced in his good fortune, and did all I could to encourage him in my part of the work.

Through him I was given a new position. This time I was given the bookkeeping and pay roll of the largest and most important department in the mill, with three clerks under me, and thirteen dollars a week salary.

This all happened in a year and three months, being advanced from office boy to head of an important department.

About this time, my health not being the best, I asked for a position as salesman, where I could get outdoors more. They could not give me such a position just then, so I resigned and went into life insurance work.

I was affiliated with the best men in the business for the next five years of my life, in such cities as Boston, New York, Chicago, and San Francisco, always with much success. But being a New England man, and loving Boston, I came back here, and have since been located in this city, where I enjoy the reputation of being one of the large producers, and number among my clients the best men in the city.

How to Get Your Pay Raised

L. F. VOSBURGH,

General Passenger Agent, New York Central Lines, New York City.

The question of how to get one's pay raised comes with greater or less frequency to practically every person working on a salary. It is a good question to have come up, provided it is studied in the right light, as every ambitious person is anxious to provide himself with a competency against emergencies and old age.

It is, however, a poor proposition to make the securing of a rise in pay the mainspring of one's activities; for a clerk who is everlastingly thinking about it is pretty sure to have time for but little else, and will not render the service that will justify an increase.

My first increase in pay, since entering the railroad service as night ticket agent at a little station in Michigan, about seventeen years ago, came to me unsolicited; and subsequent increases and advancements in positions have come the same way. It would not be becoming of me to theorize as to why it happened so. Probably the circumstances were fortuitous.

In any event, I believe the best way to secure an advance in pay is to render efficient, conscientious service, thinking more of what we can do for the boss than of what the boss can do for us. Let the interests of the man or company for whom we are

working come first, and that attitude will force recognition of our services by those in authority.

EDWARD K. WARREN,

Manufacturer, banker; president, E. K. Warren and Company; Three Oaks, Michigan.

My first employment, aside from contributing my share toward the support of the family in a forest clearing in Michigan, was the piling of barrel headings at thirty cents a day, walking two miles to and from the work.

My great ambition was to be a clerk in a country store, and at last the opportunity came. I should have been glad to have taken the place without wages, and boarded myself or gone hungry to obtain this place, so overjoyed was I over the opportunity. The salary was one hundred dollars a year and board. The place was filled to the best of my ability, not stopping with the duties assigned to me, but glad to do all I could.

The Sabbath was kept as day of rest and worship; I was regular in my attendance at the Sunday school, of which I have been a member for over fifty years.

The salary was raised before the close of the first year. Faithful, painstaking, plodding work enabled me to advance so that I could go into business for myself, with a partner, at the close of five years' experience.

Trust in God, a "square deal" to man, and hustle, tell the rest of the story. The returns have been, all along, far beyond my anticipations or deserts.

JABEZ BUNTING WATKINS,

President, Watkins National Bank, Lawrence, Kansas.

For my work upon farms until I was nineteen, the highest wages received were ten dollars per month. Moonlight nights I chopped cord wood at fifty cents per cord. The next six years I taught and went to schools. I taught six schools in five counties — four states. In vacations I worked in harvest fields, forests, and elsewhere. I graduated from the law department of Michigan University.

In twenty-two years I negotiated twelve million dollars of land mortgages. In the first years of this business I personally inspected most of the farms. I traveled by buggy, on horseback, and on foot. Often I was out part or all of the night. Have slept upon the prairie grass

In thirty-four years I have been president of three banks. For twenty-four years I have been president of the Watkins National Bank, the youngest, largest, strongest national bank in Lawrence, Kansas.

The first tract of land I ever owned is near the Circle in Pennsylvania Avenue, Washington, D. C.

I bought those lots when I was seventeen years old. They gave me an income of twenty-five dollars per month, and a profit, when sold, of one thousand one hundred dollars.

Twenty-nine years ago I bought in Southwest Louisiana, from the State and the United States, one and a quarter million acres of land. Subsequently I increased the purchase to one and a half million acres. To help develop these lands I built, and for seventeen years owned, operated, and was president of, one hundred miles of railway, which now is in the Gould system.

In the interest of all of my enterprises I have maintained offices in London, England, for sixteen years; in New York City, for twenty-two years; in Dallas, Texas, for twenty-one years; in Lake Charles, Louisiana, for twenty-eight years, and in Lawrence, Kansas, for thirty-nine years.

I have given employment to hundreds of persons, men and women. Many employees have finally received salaries three to six times as large as they began upon. Many have remained in my service from fifteen to thirty-five years. The belief of all is that I tell the truth, and do right. When I have a question of right or wrong to settle, I eliminate my personal interest in the matter.

Before the one hundred miles of railway were located, I became the owner of all land that would be used for town sites. For twenty-three years I have

been making the deeds to lots in all of the towns, each deed containing the provision (sustained by court) that if intoxicating liquor is sold on the premises the title to the lot shall revert to the vendor. . . .

In 1896, during the big fight between the parties on the coinage of money, I wrote and copyrighted a sixteen-page pamphlet entitled, "The True Money System for the United States." My arguments are based upon the leading fact that money should represent a definite amount of labor. In the past sixteen years the American nation has materially drifted into the field of my arguments.

My father was born in Wales. As a young man he attended preaching by Jabez Bunting, in John Wesley Chapel, in London. In the adjoining burying ground, with City Road through it, are the tombs of John Wesley, Isaac Watts, Daniel DeFoe, John Bunyan, and Jabez Bunting, my namesake.

Until I was nineteen, I only knew it as my duty to attend family worship twice each day, which consisted of a chapter from the Bible, and prayer upon our knees. The next fourteen years I drifted about, went to church, took up with various new ideas about religion, and became almost an atheist.

Thirty-three years ago I furnished the occasion, and God smote me to the ground, as he did Paul; and, as in the case of Paul, Jesus Christ came to my rescue. In all of the years since He has been my

companion. On many occasions I have had the most ample material proof of the presence and interference of the Spirit,—frequent manifestations that come to few mortals in the flesh.

ROBERT H. WOODS,

Superintendent, South End Settlement House, Boston.

The pith of my experience is: Let one banish from his mind the idea and habit of being carried as a *fixed charge,* larger or smaller.

In the spirit of good sport and team play let him make his job a means, so far as it properly allows, of getting responsibly under every single chance and risk of the business that comes his way, including being deliberately prepared to make a good try, on the instant, at any part of the work of those who are just under, beside, or above him.

This is to become, as far as one's outgo of interest and service is concerned, a partner or shareholder in the business. Nearly every business, today, has its way of finding out those who go to the limit in being potential partners, and of giving them increased authority.

The kind of man, whatever his post, becomes that rare thing, a creative force, which successively breaks up through salary or other income standards, and attains in addition rewards in power and honor whose

use for the community gives by far the greatest of all satisfactions in life.

GEORGE H. WORTHINGTON,

President, The Cleveland Stone Company, controlling fifty quarries, the largest producers of building stones in the world, Cleveland, Ohio.

I finished my education in Toronto, Canada, at the age of sixteen years, when my father lettered me to a wholesale grocery house for two years. I was not to receive any compensation for the first year, and one hundred dollars for the second year. Commenced work in July, and at Christmas the firm gave me a check for fifty dollars; at the end of the second year five hundred dollars. They offered me twelve hundred dollars per year to remain, which in those days was a big salary; but my father's health being impaired, he sent me to Auburn, N. Y., where he had a contract for building the Southern Central Railroad. In a few months I became his partner.

In all my life I have never asked for a rise of salary. I always worked hard and was satisfied to let my work show for itself, knowing that it would be appreciated.

At the present time I am president of many large corporations, employing thousands of men. The office salaries are always submitted to me for approval, and the men who never ask for rises in salary are those who receive the most favorable consideration.

How to Get Your Pay Raised

JULIUS CHRISTIAN ZELLER,
B.D., D.D., D.C.L.,

President, University of Puget Sound, Tacoma Washington.

What little success I have enjoyed has been due to early habits of industry, of always trying to keep myself profitably employed, and having my work so systematized that but little time and energy would be wasted. I have always gone upon the principle that any position I held was worth while, and therefore I worked my job for all it was worth until the larger thing arose. I have made it a point to attend to the things in sight rather than those that might hopefully arrive in the future. Industry, self-reliance, system, and singleness of purpose will bring a measure of success to any person.

ANONYMOUS.

(The following letter is by the president of one of the largest manufacturing corporations in the West. He does not wish his name to appear, but heartily contributes his experience for the benefit of the reader.)

I commenced my mercantile career in a retail grocery in Chicago, at a salary of fifty dollars per month. My duties were those of porter — come early in the morning and sweep out the store, draw the molasses, and bring up the potatoes, kerosene oil,

etc. I soon learned, in addition to this work, to make myself useful behind the counter. After a few months I was relieved of the porter's work, and employed behind the counter all of the time, with a small rise in salary. At the end of the first year I had become so well acquainted with the store that I was placed at the head desk, at a salary of sixty-six dollars per month. At this time one of the partners was keeping the books. I volunteered to do my work in the store during the day, and keep the books at night, for which my salary was advanced to one hundred dollars per month.

This continued until I was offered a position as traveling salesman with a wholesale grocery house, at the same salary, but with better chances for an increase. Before I had traveled six months, I was engaged permanently at two thousand dollars for the first year, and twenty-five hundred for the second year.

I continued traveling (with the exception of two years, when I found it necessary to come to Colorado and live out of doors, in order to regain my health) for about twelve years. At the end of that time, I was offered a salary of fifteen thousand dollars per year, if I would make a contract for five years' time. This I declined, and the same firm then offered me a partnership in their wholesale business, which I accepted. I followed this business until about ten years ago, having been very successful and acquired a moderate fortune.

I then became interested in the manufacture of sugar from beets. At first I had no intention of working for a salary in this line of business, but in a short time it became necessary for me to give it my entire time, which I did, starting as general manager, with a salary of ten thousand dollars per annum. This was shortly increased to fifteen thousand dollars, and a year or so later to twenty thousand dollars, and when I became president of the company, to twenty-five thousand dollars.

I cannot state explicitly the exact cause or causes which led to rises of salary, but I might say that a corporation never raises the salary of an employee unless he has shown by close application to the business that he is entitled to a rise. While employed as porter in the retail grocery store, if I had not voluntarily interested myself in the work behind the counter, I probably would have remained a porter all my life; but I saw that by learning to do up packages neatly and quickly, and learning where the stock was kept, and by waiting on customers politely, I could better my position. I did not hesitate to put in overtime in order to advance myself. After I became engaged as a traveling salesman in the wholesale grocery business, it was a very easy matter for the firm to see what I was worth to them, and usually at the end of the year we took up the record of the past year, and made that the basis of salary for the coming year, which was always at an increase.

It is my opinion that young men, as a rule, are

inclined to do just what they are told to do, and no more. In other words, they do not take an interest in their employer's work, do not try to make themselves valuable to their employer.

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